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Acronyms and Abbreviations

ADD	Abu Dhabi Dialogue
BLMA	Bilateral Labour Migration Agreement
CESLAM	Centre for the Study of Labour and Mobility
CP	Colombo Process
CMIR	Center for Migration and International Relations
CO	Country Office of ILO
CoD	Countries of Destination
COVID	Corona Virus Disease
DOFE	Department of Foreign Employment
DWCP	Decent Work Country Programme
DWT	(ILO) Decent Work Team
EVAL	Evaluation Department, ILO
FAIR	Integrated Programme on Fair Recruitment
FCDO	Foreign, Commonwealth & Development Office
FEB	Foreign Employment Board
FEIMS	Foreign Employment Information Management System
FFDA	Federal Department of Foreign Affairs
GCC	Gulf Cooperation Council (GCC)
GCM	Global Compact for Safe, Orderly and Regular Migration
GDP	Gross Domestic Product
GEFONT	General Federation of Nepalese Trade Unions
GOALS	Governance of Labour Migration in South and Southeast Asia
GoN	Government of Nepal
HQ	Headquarters
IOM	International Organisation of Migration
ILO	International Labour Organization
ILS	International Labour Standards
LEJoG	Labour Employment Journalist Group
M&E	Monitoring and Evaluation
MoFA	Ministry of Foreign Affairs
NHRC	National Human Rights Commission
MiRiDeW	Migrant Rights and Decent Work
MGN	Migration Group Nepal
MoLESS	Ministry of Labour, Employment and Social Security
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
NPC	National Planning Commission
NNSM	National Network on Safe Migration
NRNA	Non-Resident Nepali Association
NSO	National Statistics Office
PMO	Prime Minister's Office
PNCC	Pravasi Nepali Coordination Committee

PRODOC	Project proposal document
PRA	Private recruitment agencies
ROAP	(ILO) Regional Office for Asia and Pacific
SAARC	South Asian Association for Regional Cooperation
SALM	South Asia Labour Migration Governance
SaMi	Safer Migration Project
SCB	Social Science Baha
SDG	Sustainable Development Goals
SDC	Swiss Agency for Development and Cooperation
SEP	Skills for Employment Project
TOR	Terms of Reference
UAE	United Arab Emirates
UN	United Nations
UNDAF	The United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
USD	United States Dollar
WIF	Work in Freedom (project)

Executive Summary

Project background

Migrant Rights and Decent Work (MiRiDeW) is an International Labour Organisation (ILO) project supported by the Federal Department of Foreign Affairs (FDFA)/Swiss Agency for Development and Cooperation (SDC) of the Government of Switzerland that is being implemented in Nepal along with the selected countries of destination (CoD) of Malaysia, United Arab Emirates (UAE), Kuwait and Qatar. The project was originally planned for 35 months, i.e. from October 2018 to August 2021 and is now scheduled to end on 30th June 2023 after a couple of extensions. The project's original budget of USD 1,383,492.32 was increased to USD 2,966,616.54 to support COVID-19 response activities and to complete activities under other heads.

The overall development objective is to strengthen support systems of the Government of Nepal (GoN) to better protect the rights of Nepali migrant workers along with increased benefits from labour migration. The project has four outcomes and seven outputs, Outcome 1: Labour migration policies strengthened and implemented at federal and state levels, Outcome 2: Bilateral and regional mechanisms strengthened to improve Nepali migrant workers' access to better jobs, Outcome 3: Nepali consular and diplomatic missions in country of destinations (CoD) provide effective support services to Nepali migrant workers, and Outcome 4: The GoN has effectively engaged with regional and global policy dialogues on labour migration and has implemented relevant policy outcomes.

The project partners include Ministry of Labour and Social Security (MoLESS), Ministry of Foreign Affairs (MoFA) and National Planning Commission (NPC), Pravasi Nepali Coordination Committee (PNCC), Non-Residential Nepalese Association (NRNA), General Federation of Nepalese Trade Union (GEFONT), Center for Migration and International Relations (CMIR), Center for Study of Labour and Mobility (CESLAM), Labour Employment Journalist Group (LEJoG) and National Network on Safe Migration (NNSM).

Evaluation background

This independent final evaluation was conducted as per the Terms of the Reference (ToR) and the 4th Edition of the ILO Policy Guidelines for result-based evaluation of 2020.

The key objectives of the independent final evaluation were as follows:

- Assess the extent to which the project has achieved its stated objectives and expected results, while identifying the supporting factors, opportunities, challenges and constraints that have led to them.
- Identify unexpected positive and unexpected results of the project.
- To identify the key impact/issues of relief and repatriation support provided to Nepali migrants both at destinations and Nepal during Covid-19 global pandemic.
- Assess the extent to which the project outcomes/results will be institutionalized and sustainable.
- Establish the relevance of the project design and implementation strategy in relation to the ILO, UN, and the national development frameworks (identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further).
- Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes, especially focusing on the role of government institutions at national level and abroad.
- To draw and consolidate the learnings of the project to inform the design of the potential next phase of the project.

The evaluation covered the project implementation period, i.e. 1 Oct 2018 – 31 December 2022 and the primary clients of the evaluation include ILO, donor and the implementing partners.

The evaluation referred to evaluations questions as mentioned in the ToR and finalized during the inception phase. The criteria included relevance and strategic fit, coherence, validity of design, effectiveness, efficiency, impact, sustainability and other cross cutting issues including gender equality, non-discrimination and disability inclusion.

The evaluation followed a mixed-method approach wherein it made use of the both the qualitative and quantitative data and key stages in the evaluation process included inception, primary data collection (30 in-depth interviews), validation workshop (11 May, 2023) and report development and finalisation. As one of the key limitations, the evaluation team could not interview MoFA, one of the key partners in the project.

Findings

The findings are briefed as per the evaluation criteria:

Relevance and strategic fit

The project is highly relevant to the needs of the migrant workers of Nepal as it addresses their concerns related to decent work in the CoD. Around 500,000 to 6000,000 of Nepalese workers migrate out of Nepal, out of which 85% migrate to Gulf countries and Malaysia. The project aimed to improve migrant workers access to justice and decent work in the CoD by building the capacities of the relevant government agencies. The project is also relevant to the needs of the women migrant workers as it targeted the policy gaps regarding their right to mobility for work outside Nepal and gender sensitive labour migration governance.

All the four project outcomes are highly relevant to the GoN's priorities as they directly target strengthening of government's systems to monitor and report, assess and identify new markets for Nepalese workers, effective and efficient service delivery in CoDs by the missions and effective participation in regional and global labour migration dialogues. The project strategies directly relate to government commitments in Foreign Employment Act 2007, Foreign Employment Rules 2008, Foreign Employment Policy 2012, and Fifteenth Five-Year Plan of Nepal (2019/2020–2023/24). Apart from this GoN is also committed to 2030 Agenda for Sustainable Development Goals (SDG), Global Compact for Safe, Orderly and Regular Migration (GCM), 2014 South Asian Association for Regional Cooperation (SAARC) Declaration on Migration, Colombo Process (CP), and Abu Dhabi Dialogue (ADD).

The project is fully aligned to the DWCP Nepal 2018-22 and contributes to the Priority 2 of the DWCP, i.e. strengthening institutional capacities, enhancing social dialogue, and applying fundamental conventions and other international labour standards (ILS). The project strategies are also aligned with the United Nations Development Assistance Framework (UNDAF 2018-22), which aimed to increase access to safe and decent employment for economically vulnerable, unemployed and under-employed people by 2022. The project objectives and outcomes directly contribute to two of the SDGs, i.e. 8 and 10. The project specifically targeted to build the capacities of the GoN including NPC to report against the indicators of the SDG targets 8.8, 10.7 and 10.c.

The project remains highly relevant to the needs of the migrant workers post COVID-19 pandemic as the labour migration from Nepal in 2022 was near all time high and the issues related to decent work in CoDs have become even more prominent and wide-spread.

Coherence

The MiRiDeW project was highly coherent with the other ILO projects in Nepal on labour migration. The project complemented the broader outcomes of the Foreign, Commonwealth & Development Office (FCDO) funded Skills for Employment Project (SEP) and closely

coordinated with the other ILO projects in the country like SDC funded Integrated Programme on Fair Recruitment (FAIR), FCDO funded Work in Freedom (WiF) project, and Governance of Labour Migration in South and South East Asia (GOALS) project. The teams of different ILO projects pitched itself as “Migration Team” and worked in a coordinated and synchronized manner to enhance the effectiveness and efficiency of the projects’ activities and to avoid duplication of efforts. The project also actively participated in jointly hosting discussions and events for lobbying and advocacy, especially in the areas of gender responsive labour migration governance and fair recruitment.

The project made special efforts to build linkages with the other key stakeholders like UN Women, Migration Group Nepal (MGN), International Organisation of Migration (IOM) to augment its efforts for policy dialogues, COVID-19 response, gender responsive labour migration governance, data review and development of toolkits and policy briefs.

Validity of design

The outcome and output level indicators and their means of verification were largely appropriate and useful as per the project strategies. However, some of the outcome indicators were unrealistic, vague and required specification and were at the level of outputs. At the Development Objective level, the indicators did not capture the impact of results of all the outcomes.

The project tracked the progress of the outcome level indicators; however, output level indicators were not tracked. The project also found it difficult to report against the outcome indicators due to limited results. While the initial timeframe of three years was quite short, however, even after 23 months of extension, the project could not make any significant progress towards Outcomes as conceived in the project design. Accordingly, the factors for limited achievement at the outcome level are multiple and complex and requires special attention.

The project complied with the monitoring and evaluation systems that included biannual and annual progress reports as per the ILO’s template, biannual outcome summary briefs in the SDC template, partner reports and mid-term and final evaluations. The project collected relevant data from the field through partners in a gender-disaggregated manner. The project largely relied on the partner reports for monitoring of the outreach activities, which included detailed information at the level of individual. However, the project could not conduct direct monitoring through site visits, mainly due to COVID-19 restrictions. Overall, the monitoring and evaluation systems were relevant and adequate to assess project results except some of the indicators at the Outcome level and monitoring system under Outcome 3 related to outreach activities, wherein site visits could have helped in verification of the coverage of the large number of migration workers in the CoDs.

The project, being a systems strengthening project, required a strategic and close collaboration with the government partners, i.e. MoLESS, MoFA, and NPC, which was demonstrated in the development of operational guidelines under Outcome 3. However, in absence of close collaboration in other result areas, the project adapted its implementation approach to provide technical assistance mostly on ad-hoc basis as per the needs of the government agencies, especially MoLESS. Due to change in priorities of the government and the disruption caused by COVID-19, many of the activities were either delayed or were dropped and in some cases their delivery methods were significantly altered. The adapted delivery methods included partnership with technical agencies like CMIR and CESLAM, which helped in carrying out the project activities with higher efficiency. Accordingly, the implementation approach was realistic, however, it was not sufficient to achieve the planned results.

The design did not identify any risk & assumption for Outcome 1 and 2, which led to absence of risk mitigation strategies for both these outcomes, which also influenced the project’s progress under these two Outcomes. Further, the risk mitigation strategies identified were either

partially deployed or were ineffective. For e.g., use of ILO brand to win political will^[11] and to gain ownership by MoFA and MoLESS, project will work closely with both MoFA and MoLESS, ILO will leverage Nepal's position as a governing body member of the ILO.^[12]

Effectiveness

The project's performance against the evaluation criterion of Effectiveness is assessed as per each Outcome and the findings are as below:

Outcome 1: National policies strengthened and implemented to enhance the governance of labour migration in Nepal.

The project has limited achievements at the outcome level as the outputs and their corresponding activities are still under progress or have been dropped. While the project developed a monitoring and reporting framework on labour migration in December 2020, the NPC has not used this framework so far. The project further developed a national level data collection strategy as part of the process to set up mechanism to monitor SDGs, which is currently under review by the NPC. The NPC notes that reporting against the relevant SDG indicators on labour migration is a resource intensive exercise, which needs to be considered while finalizing the monitoring mechanism. Further, the project has partnered with the GOALS project to conduct a national survey on recruitment cost borne by migrant workers in partnership with the National Statistics Office (NSO). This survey shall assist the country to report against the SDG indicator 10.7.1. The project is currently at the stage of signing MoU with the NSO.

The project reported achieving one of the Outcome indicators, i.e. MoLESS reports on migration of low-skilled, semi-skilled and skilled migrants. This reported achievement is based on cleaning and analysis of Foreign Employment Management System (FEIMS) data in Labour Migration Reports of 2022 and 2020. However, this cannot be considered as achievement of the Outcome indicator as it is not the result of standardisation of skill/occupation categories leading to strengthened national level policy and enhanced labour migration governance. The planned activity of supporting MoLESS to correct/standardise the skills and occupations was dropped due to lack of response from MoLESS/DoFE.

Outcome 2: Bilateral and regional mechanisms strengthened to improve Nepali migrant workers' access to better jobs.

The key achievements under this Outcome include identification and assessment of six new labour markets for low skilled workers, technical assistance provided to MoLESS in developing Bilateral Labour Migration Agreements (BLMA) and tracking of policy changes in CoDs and its related information dissemination amongst the migrant workers. The project conducted a detailed labour market study and shortlisted six countries, i.e. Portugal, Poland, Romania, Czech Republic, New Zealand and Thailand, of which the GoN has approached the first three countries for BLMA.

The project also provided technical inputs to the BLMAs initiated by MoLESS in an informal manner based on Ministry's request. Some of the BLMAs that were technically assisted include Mauritius and UAE in 2019, Oman in 2020 (this BLMA could not be signed due to outbreak of COVID-19 and other reasons), Seychelles in 2022 (BLMA is still not finalised). The project also supported MoLESS in bilateral discussions with the CoDs, specifically with UAE in Mar 2022 and Qatar in December 2021.

In order to build the capacity of government officials to respond to changes in labour policy, the project adapted its implementation strategy and partnered with CMIR. The CMIR conducted detailed research to track policy changes in the CoDs, prepared country profiles and published weekly newsletters to update Department of Foreign Employment (DoFE), the Foreign

Employment Board (FEB), as well as Nepali missions in Saudi Arabia and Malaysia. This significantly reduced the information gap related to latest policy level changes on a real time basis. Additionally, CMIR supported MoLESS with a number of policy briefs and background papers. These technical inputs helped the MoLESS in bilateral discussions with the CoDs and also inculcated a culture of doing 'home work' before the key events. CMIR also developed and disseminated IEC material amongst migrant workers in partnership with community media platforms in the CoDs, municipalities and Migration Resource Centers within the country and also through other relevant social media platforms and government websites. The information dissemination through community media platforms covered a large number of migrant workers in CoDs, who found the messages to be relevant and useful and also helped them in accessing support from migrant support networks.

The underachievement under this Outcome relate to formulation of a system within MoLESS to analyse policy changes in CoDs and take appropriate programmatic decisions to avoid negative impacts of such policy changes on Nepalese workers and to benefit from them.

Outcome 3: Nepali diplomatic missions provide more efficient and effective support services to Nepali migrant workers

The significant achievements under this Outcome relate to formal collaboration with MoFA, a non-conventional partner for ILO, to develop operational guidelines for the missions in the CoDs. The operational guideline was developed under the leadership of Joint Secretary, MoFA with the participation of the MoLESS and the ILO and included an intensive exercise of capacity gap assessment by visiting select CoDs. The operational guideline is in its final draft stage and is awaiting approval from the Secretary, MoFA.

The project partnered with NRNA, PNCC and GEFONT to deliver outreach services to the more than 51,000 migrant workers in Malaysia, Kuwait, Saudi Arabia and other GCC countries in partnership with Nepali missions, which was also aligned with COVID-19 response. The outreach support services delivered through volunteers and help desks included documentation for renewal of permits and passports, request for payment of wages in cases of payment defaults, legal counselling, psycho-social counselling, health check-ups and information dissemination. As part of the COVID response, the partners also provided repatriation and shelter support. The government recognised the effectiveness of project supported outreach services as it formally requested its embassies in Malaysia and Saudi Arabia in April 2021 to collaborate with PNCC. In a recent development, NRNA signed a MoU with FEB in June 2022 to provide outreach services to migrant workers.

The project also trained 18 Nepali journalists working in nine CoDs to produce accurate and balanced reporting on labour migration in partnership with LEJoG. The project is further building the capacity of the national committee members of the NRNA on rights based support to migrant workers in partnership with NNSM. All the three project partners are continuing their efforts to create a platform for Nepali missions and diaspora organisations to provide effective and efficient services and to disseminate information around the rights of the migrant workers in the respective CoDs.

The areas of underachievement largely relate to institutionalisation of operational guidelines, which includes piloting of the operational guidelines and delivery of the efficient and effective services by the missions as per the guidelines. The project reported that piloting of the operational guidelines is part of the action plan finalised with the MoFA in March 2023.

Outcome 4: The GoN has effectively engaged with regional and global policy dialogues on labour migration.

The Outcome level results relate to effective participation of the senior MoLESS officials in the different regional policy dialogues like CP and ADD wherein they were able to present the position of the Nepal government on critical issues like fair recruitment, remittance, rights of

women migrant workers, skilling and minimum wages. The project also successfully supported MoLESS in co-hosting some of the side events. During this period, GoN made several policy adaptations in the area of labour migration which indicates influence of the regional and global policy dialogues and of the ILO's technical support. Some of these include: Reintegration Programme (Operation and Management) Directives for Migrant Workers (2022), Guidelines for inclusion of migrant workers into to the contribution-based social protection scheme adopted in December 2022, GoN's decision to be a champion country for promoting GCM Objective 6: Fair and Ethical Recruitment and sign BLMA with the CoDs. Additionally, the project supported publication of Labour Migration Report 2020 and 2022, which presented GoN's position on the key issues of labour migration in Nepal, especially highlighted by the project. The document included themes of high priority including their analysis and way forward.

In order to promote gender sensitive labour migration governance, the project supported NHRC representatives in 2019 to participate in a study visit planned by Federal Parliamentary Committee for Industry, Commerce, Labour and Consumer Welfare to major CoDs, which recommended lifting the blanket ban on labour migration for domestic work. The project developed a policy brief on gender-responsive migration policy, which is currently under technical review. The project also developed an advocacy plan and supported formation of a national consortium for sustained advocacy for a gender-responsive migration policy in Nepal with the participation of all the stakeholders. The project provided technical inputs to the MoLESS's taskforce on governance of migrant domestic workers. The project also helped in organizing interaction between the returnee women migrant workers and government officials including member of parliaments. Further it also trained 22 journalists (19 men and 3 women) in November 2022 to promote gender-sensitive reporting on migration.

Under this Outcome, the project did achieve some significant results, however, not in systematic manner as it was conceived in the project. As planned, the project could not constitute a formal advisory committee to support GoN in policy-level engagements as envisaged in the design due to changes in the political and bureaucratic leadership. The project also could not organise provincial and local level consultations to develop national level position on the labour migration governance or an action plan to implement action points agreed in the GCM, CP, SAARC and ADD. However, the project provided technical support to the government on an ad-hoc basis in response to government's requests.

Contributory factors of the key achievements under the four Outcomes

The key contributory factors towards results under the four outcomes include one team approach of ILO migration projects in Nepal and greater coherence with other projects and stakeholders; formal ownership of the MoFA to develop operational guidelines; partnership with migrant support networks, organisations and technical institutions; and, donor's flexibility in fund allocation and project's duration.

Key challenges that affected project's performance under four Outcomes

The key challenges that significantly affected project's performance include COVID-19 pandemic related disruption; changes in the political landscape during the course of implementation leading to changes in priorities of the government; transfer of key officials; lack of formal agreement with the government partners like MoLESS and NPC; perception amongst some of the key officials that ILO is an international NGO; and change of national project coordinator in the middle of the project.

Adaptation to changes due to COVID 19

The MiRiDeW project was significantly impacted due to pandemic and made several adaptations to respond to the working modalities and immediate priorities. The project aligned the outreach activities under Outcome 3 to support the government to repatriate migrant workers back to Nepal and to enhance their access to information, shelter and food. The donor provided the much needed support by allocating a total of US\$1,038,266 for COVID-19 response. The project also made operational changes wherein meetings, trainings and consultations were shifted to virtual mode. The project also supported a study titled ‘Impact of COVID-19 on Nepali Migrant Workers - A Case Study of Migrant Workers in Saudi Arabia, the UAE, Qatar and Malaysia’, which was conducted by PNCC and CESLAM. The project also supported NPC in conducting a study to assess the impact of the COVID-19.

Promotion of ILS, gender equality and social dialogue in project implementation

The MiRiDeW project through its design as well as implementation approach promoted ILS and gender equality effectively. The project promoted ILS especially by promoting BLMAs as per ILS and also highlighted relevant data points in the Labour Migration Reports and the regional and global policy dialogues. The project promoted gender equality significantly as it collected data in gender disaggregated manner and prepared a policy review paper on gender sensitive labour governance. The project also supported policy dialogues and the project coordinator led the gender sub-group in MGN. The project promoted social dialogue mostly under Outcome 4 wherein it brought different stakeholders together on common platforms to discuss the key issues related to labour governance. However, engagement of the private sector especially recruitment agencies remained limited.

Efficiency of resource use

In terms of human resource, the project has a lean team with a national project coordinator and an administrative and finance assistant. However, considering the scope of the project, this structure was not found to be appropriate. Apart from support of the Country Director, Programme Officer and Labour Migration specialist, a more dedicated and intense engagement of a senior ILO functionary with the expertise of partnership building was required to create buy-in and ownership at the highest levels of the government.

Project’s overall efficiency w.r.t timeliness of implementation is less than satisfactory considering that a significant number of outputs are yet to be delivered even after the project receiving additional 23 months of extension till 30 June 2023. It is important to note that most of the delays were beyond the control of the ILO as the project’s progress depended on the government’s support and collaboration.

The project has a total budget of around USD 2.98 million USD and as on 9th March 2023, the project had utilization rate of 82 % (including encumbrances). The original budget of USD1,383,492.32 was increased significantly to provide additional support for COVID-19 response and the extension period. Output 3.2 on COVID-19 response and outreach services has highest budget allocation of around 51% of the total budget and had very high utilization rate of 96%. However, in other Outputs and Outcomes wherein partnership with government is involved, project has a very low delivery rate, which is in consonance with the physical progress and results achieved.

Efficiency of management arrangements

The project design had envisaged formation of a project steering committee with participation of the senior officials of MoFA and MoLESS, however, this committee could not be formed

due to complexities related to engagement of two Ministries, i.e. MoLESS and MoFA and also because of already existing DWCP steering committee. Also, there was no formal agreement or MoU with the government agencies to deliver results under different Outcomes, for e.g. with NPC for Outcome 1, with MoLESS for Outcome 2 and 4 and with MoFA for Outcome 3. Lack of a management structure with the participation of government partners affected the project's progress significantly due to lack of accountability from the government's side. Within the ILO, the roles and responsibility were clear to the project team as well as to the country office including leadership, which contributed to the results achieved.

The project had conducted an internal mid-term evaluation in Jan 2021 which had made nine recommendations which included project extension, review of management structure, review of indicators, boost ownership of the project outputs by the government, etc. Apart from time extension granted by the donor and ownership of the MoFA of the operational guidelines, there was limited progress on the other recommendations.

Impact

As most of the outputs under each outcome are yet to be achieved, accordingly impact of the project at this stage cannot be fully assessed. The baseline and current data related to increased efficiency of services or increased access to services by migrants is not available and accordingly, the impact of outreach services in CoDs conducted under the project cannot be determined. However, the project outcomes have the potential to significantly impact migrant worker's access to services in the CoDs.

The outreach activities carried out as part of the COVID-19 response and also otherwise reported impact on the migrant workers in the CoDs. The project was able to enhance awareness amongst the migrant workers related to their rights in CoDs, gap between the workers, the migrant support networks and the embassies was reduced to some extent, and the capacities of the migrant support networks also developed especially in the area of pandemic response. Significantly, MoFA requested the embassies in Malaysia and Saudi Arabia to formally collaborate with PNCC to provide direct support to migrant workers.

The project also had some impact on the culture of the departments as they now value role of preparations and technical analysis before participating in regional and global forums. The technical inputs provided in the government's directives also have the potential to create large-scale impact, if they are implemented successfully.

Sustainability

The project strategies include institutionalisation of tools and systems created under the project. Accordingly, sustainability of the key results of the project is dependent on successful achievement of the project outcomes and outputs.

The tools that have high potential of sustainability include reporting on labour migration indicators including SDG, operational guidelines developed for MoFA, and identification of new potential destination and BLMAs with the CoDs. However, there must be realistic expectation of the sustainability considering the previous experience in Nepal and elsewhere. The experience suggests that unless a system is made part of the internal rules or processes of the department through notification, or an Act or special order, it has limited chances of sustainability in absence of external support.

Project has implemented strategies to build the capacity of worker organizations, diaspora organizations and civil society actors to institutionalize support services to migrant workers, which appears to be integrated into the systems of these organisations and have high orientation

to sustainability. Some of the recent developments like MoU between NRNA and MoFA indicate sustainability of the capacities enhanced under the project.

For policy advocacy, the project has collaborated with the key stakeholders on different forums and provided technical inputs. The status of these forums indicates that they will continue even after completion of the project and have high chances of sustainability.

Lessons Learned

1. Formalisation of the partnership is an essential condition for creating ownership amongst the partners.
2. Reporting against the SDG indicators on the issue of labour migration requires significant investment and coordination to fill data gaps.
3. Joint outreach services by the migrant support networks and missions can help in enhancing migrant worker's access to better services by the missions in CoDs.
4. Community media can contribute significantly to create large-scale awareness amongst the migrant workers in a cost effective manner.
5. Knowledge products should be converted to user-friendly briefs in the main language of the country.
6. The log-frame of the project must highlight risks, assumptions and mitigation strategies under all the result areas.

Good Practices

1. Lobbying and trust building at the highest levels including political leadership to create ownership of the project.
2. Partnership with the diaspora organisations for outreach services and COVID-19 response in CoDs.
3. Engagement of community media platforms in the CoDs leads to wider dissemination of messages amongst migrant workers.
4. Donor's support for COVID-19 response in alignment with one of the project outcomes.
5. Partnership with national expert research and other civil society organisations for increased efficiency.
6. Synergies and coordination between the ILO migration projects and teams enhanced their effectiveness and efficiency and avoided duplication.
7. Leading the gender subgroup in the MGN contributed to policy advocacy for gender sensitive labour governance.

Recommendation 1: ILO Nepal must support GoN to prioritise the key issues highlighted by the MiRiDeW project and include them in immediate action plans.

The issue of reporting against SDG indicators of 8 and 10, diversification of CoDs, alignment of BLMAs with the ILO conventions, institutionalisation of operational guidelines for Nepalese missions and policy adoptions based on international best practices are key priorities as highlighted by the MiRiDeW project. GoN's commitments in its various policy documents and Labour Migration Reports also reaffirm these priority areas and the ILO Nepal must support the GoN in developing action plan around these key priority areas which directly correspond to the Labour Migration pillar of the MoLESS

Addressed to	Priority	Resource	Timing
ILO Nepal and GoN especially MoLESS	High	Medium to high	Short to medium term

Recommendation 2: ILO must devise strategies to deliver its comparative advantage in an integrated manner in the country level projects for political buy-in

The ILO as an organisation including HQ, ROAP, DWT and CO must come together to influence government of Nepal for their buy-in of the MiRiDeW project. It must capitalize on the country’s membership in the ILO governing body to influence and motivate the national leadership to undertake systems strengthening as supported by the project.

Addressed to	Priority	Resource	Timing
ILO HQ, ROAP, DWT and CO	High	Medium	Short-term

Recommendation 3: Phase 2 must formalize partnership with government through mechanisms like MoU and project advisory committee.

The ILO must sign MoU with the key government partners especially MoLESS and MoFA to formalize the partnership to ensure joint accountability of the deliverables and set up a project advisory committee to plan and review the project in a consultative mode along with the key partners.

Addressed to	Priority	Resource	Timing
ILO CO, GoN	High	Low	Short-term

Recommendation 4: ILO must consider the following recommendations while designing the phase 2 of the MiRiDeW project.

The ILO must consider the phase 2 of MiRiDeW as capitalisation phase where the focus must be to complete the ongoing activities and build upon the successes of the phase 1. The ILO must consider lessons and good practices in this process. The specific measures that the ILO must undertake are the following:

1. ILO must form a Phase 2 project designing committee and include MoLESS, NPA, MoFA, SDC and the technical experts as members. In order to achieve operational efficiency, the ILO can present the draft project design along with log-frame and seek feedback from partners. In case the joint meeting of all the stakeholders is not feasible, the ILO can meet these three important stakeholders separately to take their feedback before finalizing the proposal. As already mentioned, the ILO must formalize this process by seeking approval of the project and by signing a MoU.
2. The phase 2 design must focus on narrowing down the scope of the project to a maximum of three outcomes, wherein outcome 1 and 4 can be merged to have an outcome with focus on ‘creating enabling environment and generating evidences for policy changes for labour migration governance’. Under this Outcome, the outputs can focus on finalizing the monitoring and reporting framework including recruitment cost survey, labour migration report and influencing policies around gender sensitive labour governance’. However, while narrowing down the scope, the project design must consider risks associated with it and must develop mitigation plans. The mitigation plan must have the flexibility to respond to government needs and priorities.
3. Some of the Outcome wise recommendations are as follows:
 - a. Under Outcome 1, the phase 2 must continue with the planned recruitment cost survey in partnership with NSO and GOALS project. It must also focus on finalizing the monitoring and reporting framework and getting it launched along with NPC. The monitoring and reporting framework and national data collection strategy must include specific data collection methods and the resources required to enable government to report against other three SDG indicators.

- b. Under Outcome 2, the project must support the MoLESS in signing MoUs with potential CoDs as identified in the phase 1. The ILO must mobilise technical expertise and goodwill at H.Q. with the potential CoDs to facilitate signing of the BLMAs as per ILO conventions. The Outcome 2 must also include developing a toolkit for the MoLESS to conduct rapid market survey and labour market assessment based on the experience of the phase 1. This toolkit must detail out the methodology as well as resources required.
 - c. Under Outcome 3, the project continue with institutionalisation of the operational guidelines and must include diaspora organisations, migrant support network and recruitment agencies during its piloting. However, in order to achieve this, the project must formalize the relationship with MoFA as mentioned under Recommendation 4.
 - d. Under Outcome 4, the project can focus on Labour Migration Report and gender sensitive labour migration governance. As part of the Labour Migration Report, there should be a new section to assess progress made by the country from the last reporting period against the commitments made in the previous report. Under gender sensitive labour migration governance, the project must continue to engage with the gender subgroup under MGN to conduct policy advocacy in partnership with other stakeholders.
4. All the knowledge products developed under the project must be converted into briefs with the objective of enhancing its usability and readability. The knowledge products must also be translated into Nepali for its wider use within as well as outside government.
 5. The log-frame of the project must include assumptions and risks and their mitigation plan for all the outcomes. Change of officials in government must be included in the risk along with appropriate mitigation plan. Accordingly, staff turnover within ILO must also be included as one of risks. As part of the mitigation plan, the CO must consider strategic engagement of senior programme officers (responsible for backstopping the project) during the implementation phase.
 6. The project design must also consider partnership with other stakeholders like other ILO projects, other UN and non-UN labour migration projects and technical agencies like NHRC, UN Women, CMIR and CESLAM.

Addressed to	Priority	Resource	Timing
ILO CO Nepal	High	Low	Short-term

Project Background

Migrant Rights and Decent Work (MiRiDeW) is an International Labour Organisation (ILO) project supported by the Federal Department of Foreign Affairs (FDFA) of the Government of Switzerland that is being implemented in Nepal along with the selected countries of destination of Malaysia, UAE, Kuwait and Qatar where most of the Nepalese workers migrate for work. The project aims to strengthen support systems of the Government of Nepal (GoN) in order to better protect the rights of Nepali migrant workers and boost benefits of labour migration.

The project was originally planned for 35 months, i.e. from October 2018 to August 2021. The project received a couple of extensions and is now scheduled to end on 30th June 2023. Accordingly, the total duration of project is now 56 months. The project's budget was also revised twice from USD 1,383,492.32 to USD 2,508,898.79 and finally to USD 2,966,616.54. This significant budgetary increase was to provide support to the Nepalese migrant workers affected by COVID.

This project is termed as Phase 1 as it was designed to complement other labour migration projects in the country, which were working directly with the migrant workers to improve their skills, recruitment practices and decent work. This project specifically focussed on building the capacities of the Nepalese government agencies in order to provide better services to the migrant workers. COVID-19 pandemic led to inclusion of additional component of providing relief and repatriation support to the Nepalese migrant workers in the CoDs.

Project's purpose, logic structure and objectives

International labour migration is an integral part of Nepal's socio-economic landscape. India remains a major destination for Nepali workers, however, due to agreement between both the countries, it is not considered as foreign employment. 90% of the foreign employment (other than India) is in Malaysia and Gulf Cooperation Council (GCC) countries. The scale of international migration for work can be gauged from the fact that in 2018-19, an average of 1,200 workers left country every day for foreign employment and around 2.25 million labour permits were issued in the five fiscal years (2013- 2018). More than 90% of this migration is of men who take help of around 860 private recruitment agencies (PRA) in the country. Personal remittances contribute to 20 – 30 percent of GDP and around 56% of households are reported to be receiving remittances. While international migration plays an important role at the micro and macro levels, it also faces some serious challenges, which directly impacts the workers at the CoD. The challenges relate to high and illegal recruitment cost (paid by workers), substantial decent work deficits in areas of contractual status, frequency of wage payments, working hours, occupational safety and health, equal treatment, and freedom of association and vulnerability of women migrant workers who mostly work as domestic workers. These challenges are due to gaps in labour migration laws of Nepal, limited capacities of consulates in the countries of destination, over dependence of Nepalese workers in the low-skilled jobs and conditional mobility of women migrant workers.

It is in this context, the project aims to contribute to protection of Nepalese migrant workers and their families by the democratic institutions in Nepal so that they benefit from decent work conditions abroad.

The result framework of the project is as follows:

Development objective

To strengthen support systems of the Government of Nepal to better protect the rights of Nepali migrant workers along with increased benefits from labour migration.

The project has four outcomes and seven outputs, as briefed below:

Outcome 1: Labour migration policies strengthened and implemented at federal and state levels.

This Outcome has one output, i.e. Output 1.1: The National Planning Commission (NPC) and the Ministry of Labour, Employment and Social Security (MoLESS) have monitoring mechanisms in place for key labour migration indicators.

Outcome 2: Bilateral and regional mechanisms strengthened to improve Nepali migrant workers' access to better jobs.

This Outcome also has two outputs: Output 2.1: MoLESS has completed preparations for the formalization of new labour markets for low skilled workers; and Output 2.2: MoLESS develops system to respond to migration related policy trends in countries of destination.

Outcome 3: Nepali consular and diplomatic missions in country of destinations provide effective support services to Nepali migrant workers.

This Outcome has two outputs, Output 3.1: The Government of Nepal (GoN) has piloted newly endorsed operational guidelines for Nepali consular and diplomatic missions; and, Output 3.2: Diplomatic and consular missions benefit from increased coordination with non-governmental support structures, including from support structures for women migrants, in countries of destination.

Outcome 4: The GoN has effectively engaged with regional and global policy dialogues on labour migration and has implemented relevant policy outcomes.

This Outcome has two outputs, Output 4.1: The GoN has developed a national position, including priorities and concrete messages for the regional and global policy dialogues on labour migration; and Output 4.2: Global and regional policy dialogues on labour migration reflected in the policy making process of the GoN.

Targeted ultimate beneficiaries

The ultimate beneficiaries of the project are Nepalese migrant workers, however, the project worked with for the capacity building of the democratic institutions, mostly government. Accordingly, the immediate beneficiaries of the project are Ministry of Labour, Employment and Social Security (MoLESS), Ministry of Foreign Affairs (MoFA) and National Planning Commission (NPC).

Implementing partners

The project is being implemented in partnership with the MoFA, MoLESS and NPC. However, there is no formal agreement with these government agencies. Also, ILO Nepal implemented this project directly and none of the government agencies received any direct financial support from the project.

The project partnered with diaspora organisations, one trade union and civil society organisations to implement the project. They include Pravasi Nepali Coordination Committee (PNCC), Non-Residential Nepalese Association (NRNA), General Federation of Nepalese Trade Union (GEFONT), Center for Migration and International Relations (CMIR), Center for Study of Labour and Mobility (CESLAM), Labour Employment Journalist Group (LEJoG) and National Network on Safe Migration (NNSM).

Management arrangements

The project team comprised of a national project coordinator and an administrative assistant. The national project coordinator reported to the ILO Director in Kathmandu. The project was backstopped by a senior programme officer and the technical support was provided by the Labour Migration Specialist of the Decent Work Team (DWT) for South Asia.

Evaluation background

This independent final evaluation was conducted as per the Terms of the Reference and the 4th Edition of the ILO Policy Guidelines for result-based evaluation of 2020. It is to be noted that the project had also conducted a mid-term evaluation in December 2020 to January 2021.

Purpose and objectives

The purpose of this evaluation is to ensure accountability and to further the ILO's agenda of learning from the experiences of this project. The findings of the evaluation provide independent assessment of the project's progress in achieving its stated objectives. The evaluation also identifies lessons learned, challenges, good practices and recommendations for improvement and development of future programmes and projects.

The independent final evaluation is part to of the ILO's mechanism to fulfill its accountability mandate. Additionally, it is undertaken as a learning exercise to inform the future strategies. The key objectives of the independent final evaluation are as follows:

- Assess the extent to which the project has achieved its stated objectives and expected results, while identifying the supporting factors, opportunities, challenges and constraints that have led to them.
- Identify unexpected positive and unexpected results of the project.
- To identify the key impact/issues of relief and repatriation support provided to Nepali migrants both at destinations and Nepal during Covid-19 global pandemic.
- Assess the extent to which the project outcomes/results will be institutionalized and sustainable.
- Establish the relevance of the project design and implementation strategy in relation to the ILO, UN, and the national development frameworks (identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further).
- Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes, especially focusing on the role of government institutions at national level and abroad.
- To draw and consolidate the learnings of the project to inform the design of the potential next phase of the project.

Scope and client of the evaluation

The evaluation was planned to cover the project implementation period, i.e. 3 October 2018 – 31 December 2022.

The primary clients of the evaluation include MoLESS, MoFA, NPC, PNCC, NRNA, GEFONT, CMIR, CESLAM and LEJoG. Other relevant clients are the donor (SDC), and the ILO (i.e. Country Office Nepal, MiRiDeW Project team, Decent Work team, New Delhi, Regional Office Asia Pacific and HQ/MIGRANT branch).

Criteria and questions

The evaluation followed ILO's evaluation guidelines and the questions as mentioned in the ToR and finalized during the inception phase. The criteria included relevance and strategic fit, coherence, effectiveness, efficiency, impact, sustainability and other cross cutting issues including gender equality, non-discrimination and disability inclusion. The evaluation questions as per the criteria is mentioned in the table below:

Table 1: Evaluation Criteria and Questions

Criteria	Evaluation questions
Relevance (and strategic fit)	<ul style="list-style-type: none"> • To what extent is the project relevant to the government’s strategy, policy, and plan, the DWCP of Nepal as well as other relevant regional and global commitments such as the UNDAF, SDGs targets and ILOs strategic Objectives (Programme & Budget 2018-19 and 2020-21) and in the context of Covid 19 and post-Covid 19? To what extent/ if not, why? • To what extent, has the project remained relevant to the felt needs of the beneficiaries? • To what extent the need of the target group has shifted due to COVID19. To what extent the project strategy should be adapted to these new circumstances to respond to the need of the key stakeholders?
Coherence	<ul style="list-style-type: none"> • To what extent has the project created synergies, coordination and interlinkages with other ILO programmes and projects in Nepal and relevant regional projects, as well as other activities of the UN or non-UN international development aid organizations at local level and/ or Government partners? Had these contributed to increase efficiency and effectiveness and to maximize the impact of MiRiDeW? If so, how? • Are there any ways to increase project’s internal and external coherence?
Validity of design	<ul style="list-style-type: none"> • How appropriate and useful were the indicators and means of verification described in the M&E matrix for assessing the project’s progress, results and impact? Were the targeted indicators’ values realistic and could these be tracked? Were indicators gender responsive? • Was the monitoring & evaluation system in place relevant, including collecting and using data disaggregated by sex (and by other relevant characteristics, such as people with disabilities and other disadvantaged groups the project might have identified)? • To what extent was the implementation approach valid and realistic? To what extent has the project adequately considered the risks of blockage? • To what extent has the project integrated the ILO tripartite and normative mandate, gender equality and non-discrimination, disability inclusion, just transition to environmental sustainability and COVID-19 response measures as cross-cutting themes in the design? How could the design be modified to integrate these crosscutting concerns?
Effectiveness	<ul style="list-style-type: none"> • To what extent were the ILO tripartite constituents involved in the design of the project? • To what extent has the project achieved its results at outcome and output levels, with particular attention to the project objectives? • What were the unintended results of the project? Have these been identified or perceived by the project team? • What have been the main contributing and challenging factors towards project’s success in attaining its targets both at the policy and operational level? • To what extent the project effectively uses opportunities to promote ILS, social dialogue, gender equality and disability inclusion within the project’s result areas? • To what extent is the COVID-19 Pandemic influencing project results and effectiveness and how the project has addressed this influence and is ready to adapt to changes for at least some time from now-on? • Does the (adapted) intervention model used in the project suggest an intervention model for similar crisis response?
Efficiency of resource use	<ul style="list-style-type: none"> • How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives? • To what extent are the disbursements and project expenditures in line with expected budgetary plans? Why?
Efficiency of management arrangements	<ul style="list-style-type: none"> • Has the management and governance arrangement of the project facilitated project results? Is there a clear understanding of roles and responsibilities by all parties involved into implementation and monitoring? • To what extent has the project addressed the mid-term evaluation recommendations? • To what extent have the relevant national, regional, and local level government authorities and other relevant stakeholders cooperated to implement the project? What could have been done to increase cooperation?

Orientation to impact and sustainability	<ul style="list-style-type: none"> • Has the project received adequate administrative, technical and - if needed – policy support from ILO technical backstopping units and HQ?
	<ul style="list-style-type: none"> • To what extent there is evidence of positive changes in the life of the ultimate project beneficiaries?
	<ul style="list-style-type: none"> • To what extent the project has contributed to higher goals/transformational changes (social and economic effect) in Nepal.
	<ul style="list-style-type: none"> • What other concrete steps have been or should have been taken to ensure sustainability, especially with respect to government engagement?
	<ul style="list-style-type: none"> • Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these, taking into consideration potential changes in the country due to the COVID-19 pandemic at the time of implementation.
	<ul style="list-style-type: none"> • Identify any other key aspect on sustainability that the project has contributed and established.

Methodology

The evaluation followed a mixed-method approach wherein it made use of both the qualitative as well as quantitative data to conduct the evaluation. The evaluation followed UNEG norms and standards and ethical guidelines wherein the primary data collection involved qualitative method of in-depth interviews with the sampled respondents. The evaluation framework given in the ToR along with the project's results framework guided the evaluation process.

The key stages in the evaluation process included inception, primary data collection, validation workshop and report development and finalisation.

The evaluation team comprised of one international evaluator as the team leader and one national evaluator. The gender ratio of the evaluation team was even. During the evaluation period, the evaluation team led by the team leader was in regular communication with the Evaluation Manager.

Inception Stage

As part of this stage, the evaluation team had initial discussions with the project team and the evaluation manager. These meetings were undertaken to (a) develop a detailed understanding of the project's theory of change and project's progress (b) identify respondents for the primary data collection; (b) identify and get access to the secondary data sources and key project documents (c) update timeline of the evaluation.

The project team shared the key documents with the evaluation team and a preliminary desk review of the documents was conducted. The evaluation reviewed the following category of documents.

- Project Proposal Document (PRODOC)
- Work plans and Technical progress reports
- Report of the partners
- Mid-term evaluation report
- Budget and financial reports
- Knowledge products and event reports
- DWCPs of the three project countries and other ILO strategy document

Data Collection

The evaluation followed purposive and non-probability sampling to identify and cover the key stakeholders of the project from all the categories. The key stakeholders included project team, project partners, and relevant ILO officials who participated in the project. The evaluation team

also interviewed five (all men) men migrant worker representatives and volunteers based in the countries of destination where the project implemented outreach services.

The stakeholder categories covered are as below:

- ILO Country Office (CO), Specialists at New Delhi office and the Project Team
- Government agencies like NPC and MoLESS
- Officials of other UN Organisations, i.e. UN Women
- Implementing partners like NRNA, GEFONT, PNCC, CMIR, LEJOG, CESLAM and NNSM
- Social media partners engaged in the project and private sector representative of recruitment agencies.

The project team assisted in contacting the stakeholders and the detailed respondent list is attached as Annexure 4. The primary data collection was conducted between 22nd February and 15th March, however, evaluation team also conducted few interviews after this period due to unavailability of some of the respondents. The primary data collection was conducted using virtual in-depth interviews and covered 30 respondents.

Validation workshop

A half-day validation workshop with the key stakeholders was organised on 11 May 2023 to share the key findings of the evaluation and also to collect their feedback and comments to strengthen the report.

Report development and submission

This evaluation report is developed as a comprehensive document as per the EVAL guidelines to present the key findings of the evaluation as per the evaluation criteria and questions, lessons learned and good practices and recommendations. The evaluation referred to both the qualitative and quantitative data from the primary and secondary sources. The evaluation report closely followed the detailed guideline as mentioned in the 'Checklist 4.2: preparing the evaluation report' dated Feb 2021, v 2 (v.1 - 2014). This report was finalised after receiving the inputs from the key stakeholders.

Limitations

The most significant methodological limitation of the evaluation was that the evaluation team was not able to interview any official of MoFA, one of the key stakeholders in the project. It is reported that the all the key officials in MoFA as the officials who worked with the project were transferred and the new officials expressed their unfamiliarity with the project. The senior official in the MoLESS also could not be interviewed due to his unavailability. Further, the evaluation team could not interview any of the missions in the CoDs as mentioned in the ToR due to transfer of officials who had engaged with the project.

Ethics and Safeguards

The final independent evaluation of the MiRiDeW project followed standard ethical norms as per the ILO guidelines and UNEG norms and standards and ethical safeguards. During the primary data collection, the evaluation team briefed the respondents about voluntary nature of participation and their choice to not answer any of the questions. The evaluation team briefed about the confidentiality of their responses and also that responses were to be used only for evaluation purposes. Further, responses were validated and triangulated. In order to maintain the independence of the exercise, the ILO guideline for the evaluation management was strictly followed wherein the Evaluation Manager was involved in all the stages including all the communication with the project team. Further, the in-depth interviews, especially with the migrant worker representatives and volunteers and implementing partners, were carried out in a

participatory and conversational mode wherein the cultural sensibilities were especially taken care of. The focus of all the discussions was to generate lessons from the project in an evidenced manner.

Findings

This section presents the main findings of the evaluation as per the evaluation questions and is structured as per the following evaluation criteria:

- Relevance and strategic fit
- Coherence
- Validity of design
- Effectiveness
- Efficiency of resource use
- Efficiency of management arrangements
- Orientation to sustainability and impact

Relevance and strategic fit

This evaluation criteria assessed the MiRiDeW project's relevance to the felt needs of the migrant workers; relevance to the Nepal's government's strategies, policies and plans; relevance to other national, regional and global commitments such as DWCP, UNDAF, SDG targets and ILO's P&B Outcomes; and relevance of the project to the changed context post COVID 19 and the adaptive strategies.

Relevance to the needs of the Nepalese migrant workers

In Nepal, the number of migrant workers is quite significant as the country issued around 4.7 million new labour approvals between 2008/09 to 2021/22. Estimates suggest that around 500,000 to 600,000 Nepalese workers received approvals to work outside the country with the exception of 2019 – 21 when COVID-19 pandemic disrupted this process.¹ This is beyond the number of workers who work in India due to the open door policy between the two countries. Further, around 90 percent of the workers who migrate for work are men mostly in less skilled jobs. The data further suggests that around 85% of the workers migrate to GCC countries and Malaysia.

While the international labor migration plays a significant role in the lives of Nepalese workers and the country's economy, it also faces a number of challenges related to high recruitment costs and decent work conditions in the destination countries. The project in its design phase conducted an in-depth analysis of the situation, as evident from the project proposal document (PRODOC), and identified the following challenges to directly address:

1. Limited choice of migrant workers and their right to leave the employer in destination countries especially in middle east, where the *Kafala* system is still prevalent.²

¹ Labour Migration report, 2022, Ministry of Labour, Employment and Social Security, Government of Nepal, (https://moless.gov.np/storage/files/post_files/Nepal%20Labour%20Migration%20Report_2022.pdf)

²“The Kafala (Sponsorship) System emerged in the 1950's in West Asia to regulate the relationship between employers and migrant workers. Under this system a migrant worker's immigration status is legally bound to an individual employer or sponsor (kafeel) for their contract period. The migrant worker cannot enter the country, transfer employment nor leave the country for any reason without first obtaining explicit written permission from the kafeel. The power that the Kafala system delegates to the sponsor over the migrant worker, has been likened to a contemporary form of slavery.” Policy Brief No. 2: Reform Of The Kafala (Sponsorship) System, Migrant Forum In Asia Secretariat. (<https://www.ilo.org/dyn/migpractice/docs/132/PB2.pdf>)

2. Significant deficit in decent work that the migrant workers face in the areas of contractual status, frequency of wage payments, working hours, occupational safety and health, equal treatment, and freedom of association.
3. Vulnerability of women migrant workers to rights violations as they mostly work in private households with limited or no monitoring.
4. Inefficient and ineffective services to the migrant workers in the CoD due to limited service delivery capacities of the Nepalese embassies.

The project was correct in identifying these gaps and challenges as highlighted during the stakeholder interviews and desk review. The problems related to migrant workers of Nepal are multi-layered, multi-dimensional and complex and the MiRiDeW project strategies specifically targeted on building the capacities of the government institutions at the systemic level.

Accordingly, the project outcomes address the concerns of the migrant workers by building the capacities of the agencies which can deliver better services to the workers by developing better policies and action plans.

The project strategies are highly relevant to the needs of the migrant workers working outside Nepal as each of the four outcomes directly address the challenges related to the decent work deficits in the countries of destination (CoD). The project is also relevant to the needs of the women migrant workers as it targeted the policy gaps regarding their right to mobility for work outside Nepal and gender sensitive labour migration governance.

Relevance to the government's policy, strategies and plans

As the project directly targeted to build the capacities of the government agencies, all the four outcomes of the project are highly relevant to the government's policies, strategies and plans related to labour migration. The Outcome 1, 'Labour Migration policies strengthened and implemented at federal and state level', directly addresses the gaps related to an effective system at the national level to monitor and report the status of foreign employment in a comprehensive manner. The project strategies involved working with the NPC and MoLESS to strengthen the data collection system so that the country is able to report against the SDG indicators of 8.7, 10.a and 10.c and policy making is carried out in an evidenced manner.

The Outcome 2, 'Bilateral and regional mechanisms strengthened to improve Nepali migrant workers' access to better jobs', addresses the information gap around the labour market in the countries of destination so that there is a reliable basis for forward planning. The project aimed to formulate a strategy for formalizing new destinations (and sectors) to identify emerging migration corridors and sectors for low-skilled Nepali migrant workers by working closely with the Foreign Employment Board (FEB) and the MoLESS.

The Outcome 3, 'Nepali consular and diplomatic missions in country of destinations provide effective support services to Nepali migrant workers', targeted the problem of lack of functional clarity of the MoFA and MoLESS while delivering services to the migrant workers in the CoD and the lack of adequate capacities of the labour attachés in discharging their responsibilities. The project under this Outcome aimed to creating a holistic approach to support and address the needs of migrant workers at the countries of destination by improving the systems at the embassies and consulates and building the capacities of the labour attachés.

The Outcome 4, 'The GoN has effectively engaged with regional and global policy dialogues on labour migration and has implemented relevant policy outcomes', aimed to support the GoN in effectively contributing to regional and global labour migration discourse like Colombo Process (CP), Global Compact on Migration, Abu Dhabi Dialogue (ADD) and the Global Forum on

Migration and Development. The project under this outcome aimed to feed national experiences and lessons learned into these regional and global discourses as well as to inform national policies and actions to protect the rights of Nepali migrant workers by learning from these regional and global discourses.

Overall, the project through its four outcomes is highly relevant to the Nepal's policies, strategies and plans as evident from government commitments in Foreign Employment Act 2007, Foreign Employment Rules 2008, Foreign Employment Policy 2012, and Fifteenth Five-Year Plan of Nepal (2019/2020–2023/24). Apart from this GoN is also committed to 2030 Agenda for Sustainable Development Goals, Global Compact for Safe, Orderly and Regular Migration (GCM), 2014 South Asian Association for Regional Cooperation (SAARC) Declaration on Migration, CP, and ADD. The specific objectives of the project directly correspond to the priority areas of the government of Nepal as highlighted in the Labour Migration Reports of 2020 and 2022 and also their website.

Alignment with the DWCP, ILO's Strategic Objectives (P&B Outcomes), UNDAF and SDGs

The project design phase coincided with the formulation of the DWCP Nepal 2018- 22 and the project contributes to the Priority 2 of the DWCP, i.e. strengthening institutional capacities, enhancing social dialogue, and applying fundamental conventions and other international labour standards and contributes to NPL105 Outcome. Under this priority, ILO aimed to support the GoN, especially the diplomatic missions in CoD to promote fair labour migration practices and to protect of the rights of migrant workers by enhancing their capacities to deliver their services to migrant workers. Further, the MiRiDeW project contributes to the ILO's Global Outcome 9: Fair and effective international labour migration and mobility. The ILO, under the global Outcome 9 aims to support its constituents to “adopt fair and effective international labour migration and mobility policies and establish measures for their implementation at the national, regional or sub regional levels to protect the rights of persons working abroad and meet labour market needs”.

The project strategies are also aligned with the United Nations Development Assistance Framework (UNDAF 2018-22), which aimed to increase access to safe and decent employment for economically vulnerable, unemployed and under-employed people by 2022.

The project objectives and outcomes directly contribute to two of the Sustainable Development Goals (SDG) which are presented below:

SDGs 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

SDG 10: Reduce inequality within and among countries

The project under one of its outcomes specifically targeted to build the capacities of the GoN including NPC to report against the indicators of the SDG targets 8.8, 10.7 and 10.c.

Relevance of the project in changed context after pandemic

COVID-19 pandemic severely impacted the Nepal's labour migration sector as a large number of workers lost their jobs, were left stranded in the CoDs due to lock downs and cancelled flights and many lost their wages. Around 115,000 aspiring migrant workers could not migrate for work despite having received labour approvals, and another 325,000 could not complete the

process. As the restrictions eased in June 2020, only 166,689 (72,072 new approvals and 94,617 renewals) labour approvals were issued in 2020/21.³

While the pandemic played havoc in the lives of migrant workers and disrupted the project activities significantly, it also exposed the condition of migrant workers in the CoDs. This contributed to the prioritisation within government and the need to work with urgency to work on the issue of labour migration. The project's COVID-19 response activities helped in strengthening project's argument to strengthen the government systems to deliver services to migrant workers in an effective and efficient manner.

The recent data on labour migration suggests that labour migration out of the country is at an all time high, i.e. 630,089 labour approvals were issued in 2021/22. The discussions with the stakeholders further suggest that due to pandemic related disruption and loss to business owners, issues related to decent work in CoDs are even more prominent and wide-spread. Accordingly, the findings suggest that the MiRiDeW project's relevance is even more significant in the post pandemic world.

Coherence

This evaluation criterion assesses the project's coherence with the other ILO projects in the country and the region and also with the other initiatives on labour migration by other development partners.

Coherence with the other ILO initiatives on labour migration

The MiRiDeW project in the design phase itself had highlighted the areas of coordination and synergies with the other ILO projects in the country, especially with the Foreign, Commonwealth & Development Office (FCDO) funded Skills for Employment Project (SEP). The PRODOC made a special reference wherein it stated that the MiRiDeW will be complementing SEP and will contribute to its broader scopes and outcomes. The PRODOC also identified areas of coordination and interlinkages with other ongoing ILO projects which included SDC funded Integrated Programme on Fair Recruitment (FAIR) and DFID-funded Work in Freedom (WiF) project.

During implementation, the MiRiDeW and SEP collaborated on a labour market analysis study to explore new international destinations for Nepali migrant workers. While MiRiDeW's objective was to explore new destinations for low-skilled workers, SEP intended to do so the same for medium-skilled workers. Accordingly, the study with the objectives of serving both the projects developed a single ToR and contracted a single consultant by sharing the financial resources. This led to a detailed labour market study for low-skilled and medium-skilled workers in six countries instead of three countries for each category of worker. Due to this collaboration both the projects achieved cost efficiency due to reduced administrative costs and was also able to deliver the output with increased scope. Both the projects also collaborated to support MoLESS on the Nepal Labour Migration Report.

The MiRiDeW project collaborated with the FAIR project on the issue of bilateral labour migration agreements (BLMA) with the CoDs wherein it provided technical inputs in a study to

³ Labour Migration report, 2022, Ministry of Labour, Employment and Social Security, Government of Nepal, (https://moless.gov.np/storage/files/post_files/Nepal%20Labour%20Migration%20Report_2022.pdf)

assess the effectiveness of pre-existing BLMAs and their alignment with International Labour Standards. This helped MiRiDeW in providing technical support to MoLESS for drafting and/or implementation of BLMAs.

MiRiDeW collaborated with WiF Programme on the advocacy work related to gender responsive labour migration.

The project is further collaborating with Governance of Labour Migration in South and South-East Asia (GOALS), a regional project in partnership with International Organisation of Migration (IOM) and UN Women started in 2019, to conduct the national-level survey on recruitment costs in partnership with NPC to report on SDG indicator 10.7.1.

The project coordinated with the Enhancing Social Protection System: Towards Investments for Results in Nepal (SPPFM), a global project, to develop the technical notes for inclusion of migrant workers in Nepal's contribution-based social security scheme's draft guidelines.

The findings suggest that the project teams of the different labour migration related projects in ILO Nepal pitched itself as one "Migration Team" and worked in a coordinated and synchronized manner to enhance the effectiveness and efficiency of the projects' activities and to avoid duplication of efforts. Apart from the specific areas of collaboration mentioned above, the MiRiDeW project hosted discussions and participated in other events for lobbying and advocacy, especially in the areas of gender responsive labour migration governance and fair recruitment.

Coherence with the initiatives on labour migration of other organisations

SDC funded Safer Migration Project (SaMi), being implemented by the GoN since 2011, is one of the oldest and biggest labour migration initiative in Nepal. MiRiDeW worked closely with SaMi during the COVID-19 response and rescued and repatriated workers referred by the SaMi project. Both the projects also collaborated for policy advocacy such as GoN's restrictions on women domestic workers to migrate for work in Gulf countries and reopening of corridor between Nepal and Jordan for the garment sector.

The national project coordinator of the MiRiDeW project along with the UN Women Nepal led the working group on gender under the Migration Group Nepal (MGN) to formulate advocacy messages on gender and migration for MGN members⁴. The project partnered with NNSM to form a national consortium for sustained advocacy on gender-responsive migration governance. The project also collaborated with National Human Rights Commission (NHRC) and UN Women on various occasions and contributed to ILO Nepal's status as an expert agency on the subject of labour migration. The project collaborated with the IOM and SaMi for the publication of Labour Migration Report 2022.

Overall, the findings suggest that the project made special efforts to build linkages with the other key stakeholders to augment its efforts for policy dialogues, COVID-19 response, gender responsive labour migration governance, data review and development of toolkits and policy briefs. These interlinkages helped in enhancing effectiveness of the project activities.

⁴ MGN is an inter-agency group with membership of United Nations Organisations, development partners and international non-governmental organizations (NGOs) to work on the issue of migration.

Validity of design

This section examines the validity of the MiRiDeW's design by assessing appropriateness and usefulness of the indicators and means of verification, relevance of monitoring and evaluation systems and implementation approach.

Appropriateness and Usefulness of Indicators and Means of Verification

The indicators under each outcome and their means of verification were found to be largely appropriate and useful as per the project strategies. Some of the key observations on the log-frame are as below:

Development Objective: The indicators at the development objective level do not capture the impact of results of the Outcome 2.

Outcome 1: The target set for one of the Indicators under Outcome 1 is to 'start annual reporting based on the agreed methodology from year 2' was unrealistic. This target setting demonstrates lack of understanding of the effort that is required to introduce new systems in the government.

Outcome 2: One of the indicators, i.e. 'MoLESS made programmatic decisions based on information on labour market and policy trends in CoDs' is vague and required specification.

Outcome 3: Indicators under Outcome 3 related to increased human resource in the missions of the 5 major CoDs and also more number of complaints and their efficient handling by the missions. This required baseline data collection, however, this data is not collected so far. Also, it is not clear if the MoFA will share this data with the ILO. Accordingly, validity of this indicator needs to be reviewed.

Outcome 4: Indicator under this outcome related to inclusion of issues/agenda in the regional and global migration dialogues as per the GoN's strategy developed with the support of the project. Inputs to agenda setting and issues raised could have been an indicator at the output level, however, to measure results at the outcome level, a higher-level indicator was required.

Also, based on the analysis of the progress reports, the project mostly tracked the progress of the activities under each of the outputs and outcomes. Indicators at the outcome level were tracked and reported to some extent, however, progress of indicators at the output level was not tracked.

Project team found it quite difficult to report against the outcome indicators due to limited results. Based on the project design, the results required government actions, on which project team had no or very limited influence. The initial timeframe of three years was quite short for the objectives of the project, however, even after 23 months of extension, the project could not make any significant progress towards Outcomes especially as conceived in the project design. This indicates that the reasons for not achieving results are not only related to the timeframe of the project but also other factors that require special attention. These factors are detailed out in the sub-section on challenges that project faced under Effectiveness section.

Relevance of monitoring and evaluation systems

The monitoring and evaluation system used in the project includes biannual and annual progress reports as per the ILO's template for Development Cooperation projects, biannual outcome summary briefs in the SDC template, partner reports and internal mid-term and final independent evaluations. The project also collected relevant data from the field through partners, i.e. coverage of outreach services in CoDs in a gender disaggregated manner. Other data also had gender disaggregation wherever it was relevant and applicable. For e.g. journalists trained included number of women journalists trained.

Considering that the budgetary allocation to NRNA under COVID-19 was quite large, a financial audit of the NRNA's project was conducted. The project largely relied on the partner reports for monitoring of the outreach activities. Detailed information at the level of individual beneficiaries was collected as part of the monitoring mechanism. However, the project could not conduct direct monitoring through site visits, mainly due to COVID-19 restrictions. Overall, the monitoring and evaluation systems were relevant and adequate to assess project results except some of the indicators at the Outcome level and monitoring system under Outcome 3 related to outreach activities, wherein site visits could have helped in verification of the coverage of the large number of migrant workers in the CoDs.

Implementation approach

The MiRiDeW project, being a systems strengthening project, required a strategic and close collaboration with the government partners, especially MoLESS, MoFA, and NPC, to develop mechanisms as envisaged in the project design. This approach was demonstrated in the development of operational guidelines under Outcome 3, wherein MoFA led capacity gaps assessments and development of operational guidelines through joint missions, stakeholder consultations and workshops in a systematic manner. However, in absence of close collaboration in other result areas, the project adapted its implementation approach to provide technical assistance mostly on ad-hoc basis as per the needs of the government, especially MoLESS. Due to change in priorities of the government, change of the officials and the disruption caused by COVID-19, many of the activities were either delayed or were dropped and in some cases their delivery methods were significantly altered. The adapted delivery methods included partnership with technical agencies like CMIR and CESLAM, which helped in carrying out the project activities with higher efficiency. Overall, the implementation approach was realistic as it helped in moving the project forward, however, it was not sufficient to achieve the results as outlined in the PRODOC.

The result framework identified risks and assumptions along with risk mitigation strategies under Outcomes 3 and 4. However, the design did not identify any risk & assumption for Outcome 1 and 2. Accordingly, the project did not have any risk mitigation strategy for both these outcomes, which also influenced the progress under these two Outcomes. The mid-term evaluation had also highlighted this gap in the results framework.

Further, the findings suggest that the risk mitigation strategies mentioned in the PRODOC were either only partially deployed or were ineffective. Some of the notable ones are,

- Use of ILO brand to win political will ^[1]_{SEP} and to gain ownership by MoFA and MoLESS.

- Extensive focus in project on [L1] [SEP] institutionalisation and capacity building to ensure ownership by GoN over relevant project activities (e.g.: operational guidelines).
- Project will work closely with both MoFA and MoLESS; ILO will leverage Nepal's position as a governing body member of the ILO. [L1] [SEP]
- Consultations with GoN to ensure buy-in.
- Frequent consultation with GoN and stakeholders to disseminate findings of analysis of the regional and global dialogues on labour migration.

Effectiveness

This section assesses the progress towards achievement of the Outcomes and their factors and the areas of under-achievements along with their factors. The findings are organized as per the Outcomes.

Outcome 1: National policies strengthened and implemented to enhance the governance of labour migration in Nepal.

Under this Outcome, the project aimed to build a system to facilitate a comprehensive overview of the situation of foreign employment by bringing different data sets together and by collecting additional data in cases of data gaps. This would have directly contributed to evidence based policy making and reporting on SDG indicators related to labour migration, i.e. 8.8, 10.7 and 10.c. The project strategies to achieve this Outcome included development of monitoring mechanism for key labour migration indicators in partnership with NPC and improvement in the categorization of skills in the Foreign Employment Information Management System (FEIMS) in partnership with FEB.

The project has largely underachieved under this outcome as the output related to setting up of monitoring mechanism for key labour indicators is still under progress and the activities related to skill categorization was dropped. One of the indicators of this Outcome is reported to have been achieved as MoLESS reported number of migrant workers as per the level of skills based on the FEIMS data in Labour Migration Reports of 2022 and 2020, however, not in the manner as it was conceived in the project and cannot be considered as an indicator of the success of the Outcome, i.e. enhanced governance of labour migration in Nepal.

Outcome/Output	Indicator	Status
Outcome 1: National policies strengthened and implemented to enhance the governance of labour migration in Nepal.	1.1 NPC annually reports on SDG targets 8.8, 10.7 and 10.c	In Progress
	1.2 MoLESS reports on migration of low-skilled, semi-skilled and skilled migrants	Partially Achieved (Labour Migration Report)
Output 1.1: NPC and MoLESS have monitoring mechanism in place for key labour migration indicators	NPC approved methodology to capture baseline and report progress against the SDG targets 8.8, 10.7 and 10.c	In progress
	DoFE has integrated skills categorization in FEIMS	Dropped
	FEB database on deaths and injuries faced by Nepali migrant workers upgraded in line with	Dropped

	international standards	
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Key achievements – Outcome 1

MiRiDeW’s key achievement under Outcome 1 is the reporting of migrant workers as per the categories based on different skill levels in the Labour Migration Report of 2020 and 2022 (please note that there is a separate sub-section on Labour Migration Report under Outcome 4). While this result was conceived in the project design an outcome of monitoring and reporting framework and skill categorization, the achievement refers to cleaning and analysis of labour migration data based on the skills levels as per already existing categories of FEB. The earlier Labour Migration Reports supported by the ILO had highlighted problems in the skill categorization and the MiRiDeW project had aimed to improve upon that.

Areas of under-achievements & Work in Progress – Outcome 1

Monitoring and reporting framework on labour migration related to SDG indicators 8 and 10

The project initiated its engagement with the NPC to develop a monitoring and reporting framework on labour migration related to SDG indicators from the early stages of the project. The project contracted CESLAM to develop this framework, which submitted the draft report on 4th December 2020 after several rounds of consultations with the ILO as well as NPC. As per the design, a consultative process with the key stakeholders was planned, however, the it got disrupted due to second wave of COVID-19, changes in the political context at the national level and change of officials in the NPC. The findings also suggest that NPC did not find the report detailed enough to be able to support the reporting against the SDG indicators. The project is currently working on a national strategy for the collection of data against indicators based on the proposed monitoring and reporting framework and has submitted its draft version to the NPC. NPC has reviewed the report, find it useful and plans to finalise it in collaboration with the ILO. The project plans to conduct stakeholder consultations to validate the draft strategy before its finalisation. The evaluation found that the government is reviewing the targets related to SDG indicators as it found some of them to be highly ambitious. NPC also believes that investment required to report against SDG indicators is quite significant as Nepalese migrant workers are spread over 153 countries and that needs to be considered while finalizing the strategies. It further noted that across the world there is very limited reporting against the indicator 8.8.1. The findings further suggest that this output will not be achieved within the project period and a detailed discussion with NPC is required to assess the feasibility of continuation of the technical support to the NPC under this outcome.

National survey on recruitment cost borne by migrant workers

In order to assist the country to report against the SDG indicator 10.7.1, the project has partnered with the ILO GOALS programme, a SDC funded regional project in South and South East Asia, to conduct a national survey on recruitment cost borne by migrant workers. The survey is planned in partnership with the National Statistics Office (NSO), previously known as Central Bureau of Statistics. The draft MoU between ILO and NSO is currently under review by the Prime Minister’s Office (PMO). It is important to note that NSO is now under PMO, which was earlier under NPC. It is highly unlikely that the survey shall get completed within the extended period of this phase of the project, i.e. 30th June 2023.

Categorisation of skills

The project reported some progress in the second year of the project regarding discussions with DoFE on the gaps in the skill related data in the FEIMS, however, the activity got delayed as MoLESS wanted to take this up as part of comprehensive FEIMS reform plan in 2021-22. However, project had to drop this activity due to lack interest and response from DoFE and MoLESS.

Outcome 2: Bilateral and regional mechanisms strengthened to improve Nepali migrant workers' access to better jobs.

Under this Outcome, the project aimed to create a system to identify potential CoDs for low skilled workers including women workers. The objective was to create a reliable system for forward planning of labour migration by collecting sound labour market information regarding potential sectors and trades. The project strategies to achieve this Outcome included formalization of the new labour markets for low skilled workers through systematic labour market assessments and BLMAs in partnership with FEB and MoLESS and by developing a system to respond to migration related policy trends in countries of destination in partnership with the MoFA and MoLESS through labour attaches and counselors in missions.

The project made significant progress under this Outcome, especially under Output 2.1, as MoLESS has approached three potential CoDs (out of six) for BLMAs based on the detailed market assessment that the project supported. The project reported achievement under the first indicator, i.e. two BLMAs signed with new labour destinations. The GoN under its regular work initiated these BLMAs and the project provided technical inputs and feedback at an informal level to align it with ILS. In case of other output, which involved capacity building of the officials in the Nepalese missions to respond to changes in labour policy, the project adapted its implementation strategy and hired CMIR to deliver technical services to the MoLESS based on their requests.

Outcome/Output	Indicator	Status
Outcome 2: Bilateral and regional mechanisms strengthened to improve Nepali migrant workers' access to better jobs	At least two BLMA drafts in line with international labour standards submitted to governments of new labour destinations	Partially achieved (Not as per project design)
	MoLESS made programmatic decisions based on information on labour market and policy trends in CoDs	Not achieved
Output 2.1: MoLESS has completed preparations for the formalization of new labour markets for low skilled workers	FEB has identified (5) and analyzed (3) emerging/new destinations/sectors for low-skilled migrant workers, including for women migrants (1)	Achieved
	FEB has recommended to MoLESS action for the formalization of labour destinations	In progress
Output 2.2: MoLESS develops system to respond to migration related policy trends in countries of destination	MoFA/MoLESS staff of 5 missions trained to identify and report policy changes relevant for labor migration from Nepal in CoDs	Not achieved. Change in implementation strategy. CMIR hired as technical partner to study policy changes
	MoLESS organized 4 regular reflection meetings on policy trends with stakeholders	
	4 action points identified by MoLESS to respond to policy trends in CoDs	
	4 of action points identified which are particularly	

	relevant for women migrants	in CoDs.
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Key achievements – Outcome 2

The key achievements under this Outcome include identification and assessment of six new labour markets for low skilled workers, technical assistance provided to MoLESS in developing BLMAs (initiated by the MoLESS) and tracking of policy changes in CoDs and its related information dissemination amongst the migrant workers.

Identification and assessment of new labour markets

The project with the help of an external expert conducted a detailed labour market study and shortlisted six countries, i.e. Portugal, Poland, Romania, Czech Republic, New Zealand and Thailand as potential or emerging CoDs for migration of low-skilled Nepalese workers. The exercise involved a rapid market appraisal of ten potential CoDs for low-skilled and medium-skilled Nepali workers. While this project focussed on low skilled workers, SEP collaborated for the component on medium-skilled workers.

The project reported that MoLESS has requested bilateral discussions with the governments of Poland, Portugal, Romania and Germany. The project plans to support the government mission to selected countries with the objective of facilitating BLMAs with the four potential CoDs. In case of Portugal, GoN had shared a BLMA with the government of Portugal in 2018.

Technical assistance to MoLESS regarding BLMAs

The project provided technical inputs into a number of BLMAs that the MoLESS drafted during the project period; however, ILO provided these technical inputs in response to informal requests by the Ministry officials. The MoLESS considered the process of developing BLMAs as internal to the Ministry and as such did not make any formal request to the ILO for the technical inputs.

Some of the BLMAs that were technically assisted include Mauritius and UAE in 2019, Oman in 2020 (this BLMA could not be signed due to outbreak of COVID-19 and other reasons), Seychelles in 2022 (BLMA is still not finalised).

The project also supported MoLESS in bilateral discussions with the CoDs, specifically with UAE in March 2022 and Qatar in December 2021. The project with the technical inputs of labour migration specialists and other stakeholders conducted briefing sessions for MoLESS officials and supported them with technical notes. The project reported that the issues raised by the project were highlighted during the bilateral discussions. The project also contributed to the study to assess the effectiveness of pre-existing BLMAs conducted under the FAIR project, which was completed in first half of 2022. ILO provided technical support to the MoLESS based on the findings of the study to align the BLMAs with the ILO labour standards.

Tracking of policy trends in CoDs and information dissemination amongst migrant workers

The project partnered with the CMIR to track the policy changes in the CoDs with the objective of assisting MoLESS in making evidence-based programmatic decisions. The CMIR conducted detailed research to track policy changes in Malaysia, Saudi Arabia and Qatar also prepared their country profiles. CMIR regularly updated Department of Foreign Employment (DoFE), the FEB, as well as Nepali missions in Saudi Arabia and Malaysia. As one of the activities, CMIR also published weekly newsletters from May 2022 to October 2022 on the issue of labour migration. This significantly reduced the information gap related to latest policy level changes on a real time basis. In addition to this, the project through CMIR responded to MoLESS requests for research and supported them with a number of policy briefs and background papers. It is reported that these inputs helped the MoLESS in bilateral discussions with the CoDs and also inculcated a culture of doing 'home work' for the bilateral, regional and global discussions.

CMIR also developed IEC materials around key messages related to policy changes in CoDs, work permit and documentation related issues and migrant worker rights for their wider dissemination. The project adopted a comprehensive dissemination strategy wherein it partnered with community media platforms in the CoDs, municipalities and Migration Resource Centers within the country and also published the information on the relevant social media platforms and government websites. The findings suggest that community media platforms in the CoDs amplified the dissemination of the key messages significantly and a large number of migrant workers accessed the information. The community media platforms in the CoDs, which are mostly run by the former migrant workers who also provide direct support to the migrant workers in the times of distress, reported that the IEC materials helped them in providing support to the workers and the workers found the messages to be highly relevant and useful.

Areas of under-achievements & Work in Progress – Outcome 2

Strategy to formalize the new destinations and sectors

As per the project design, the project had aimed to work closely with FEB and MoLESS to develop a strategy to formalize the new destinations and sectors so that the process of sending workers to those sectors/destinations can be initiated. One of the strategies included signing of BLMAs between GoN and the identified new destinations for low-skilled migrant workers, however, as mentioned above GoN is in the initial stages of this process and it is quite unlikely that even a single BLMA will be signed within the project period. The project did not report any other strategy to formalise new destinations and sectors.

MoLESS develops system to respond to migration related policy trends in CoDs

As per the project design, the project had to clarify the line of reporting of Labour Counsellors/Attaché to ensure timely dispatch of information/updates to the MoLESS. Further, the project had to support MoLESS in establishing a permanent structure to analyse policy changes in CoDs and take appropriate programmatic decisions to avoid negative impacts of such policy changes on Nepalese workers and to benefit from them.

Both these aspects had to form part of the operational guidelines planned under output 3.1 of the project. However, the latest version of the guidelines available with the evaluation team does not contain these components. The project reported that there is significant political sensitivity around the relationship between two ministries, i.e. MoLESS and MoFA, and any intervention in this regard is beyond ILO's capacity. Also, as mentioned above, as a change of strategy, CMIR was hired by the project to study the policy trends in the CoDs and support the MoLESS

in this process. Accordingly, institutionalisation of the study of policy changes in the CoDs within MoFA and MoLESS is not yet started.

Outcome 3: Nepali diplomatic missions provide more efficient and effective support services to Nepali migrant workers

Under this Outcome, the project aimed to create a holistic approach at the level of Nepali missions in CoDs so that they are able to deliver effective and efficient services to the migrant workers. The project strategies included development and piloting of operational guidelines for Nepali consular and diplomatic missions to detail out roles, responsibilities, accountability and work-flow of each official within the mission. The purpose of institutionalisation of these guidelines was to enhance coordination between the MoLESS and MoFA and have “one-country-team” approach at the missions. The project had also targeted to establish better coordination mechanisms at the mission level between the missions and the diaspora and other civil society organisations for increased and effective outreach activities with the migrant workers.

The Outcome level results as envisaged in the project design are yet to be achieved, however, the project was able to formally collaborate with MoFA, a non-conventional partner for ILO, and create ownership of the process at the highest level of the government. The development of the operational guideline included a detailed process under the leadership of Joint Secretary, MoFA and is now in its final draft stage. The project partnered with NRNA, PNCC and GEFONT to deliver outreach services to the more than 51,000 migrant workers in Malaysia, Kuwait, Saudi Arabia and other GCC countries in partnership with Nepali missions, which was also aligned with COVID-19 response. The government recognised the effectiveness of the outreach services as it formally requested its embassies in Malaysia and Saudi Arabia in April 2021 to collaborate with PNCC. In a recent development, NRNA signed a MoU with FEB in June 2022 to provide outreach services to migrant workers.

Outcome/Output	Indicator	Status
Outcome 3: Nepali diplomatic missions provide more efficient and effective support services to Nepali migrant workers	Additional 1 labour attaché or labour counselor providing services to migrant workers in 3 major countries of destination (Qatar, Malaysia, and Kuwait)	Not achieved
	10% increase of complaints registered (M/W) in three missions selected for piloting the basic operating guidelines and the outreach activities	Not tracked
	10% increase in number of complaints (M/W) resolved by consular missions in 5 major CoDs; 15% (M/W) increase in three missions	Not tracked
Output 3.1: GoN has piloted newly endorsed operational guidelines for Nepali consular and diplomatic missions	Operational guidelines available based on assessment report of needs and gaps	In progress
	Operational guidelines contain explicit measures to address all concerns of women migrants as mentioned in the gap analysis addressed	In progress (part of the report – special section for domestic workers)
	Action plan available to implement operational guidelines in 3 missions (to be identified after gap analysis, at least one of the missions will serve enough women migrants to test the measures outlined in the operating guidelines)	Action plan developed
	Bi-annual reporting from at least 2 missions in line with operational guidelines	Not achieved
	MoLESS/DoFE has integrated key reporting indicators in the Foreign Employment Information Management System	Not achieved
	Institutional training for staff of missions includes training on operational guidelines	Not achieved
	Handbook for management of mass evacuation available	Dropped
Output 3.2: Diplomatic and consular missions benefit from increased coordination with non-governmental support structures, including from support structures for women migrants, in countries of destination	4 joint outreach activities per year conducted by Nepali diplomatic missions and migrant support networks in 3 CoDs, one CoD is relevant for women	Partially achieved
	Sustainable model for diplomatic missions' outreach services developed	Dropped

Key achievements – Outcome 3

Drafting of the operational guidelines for Nepali missions in CoDs

The project reported finalisation of the draft operational guidelines by the internal working committee formed under the leadership of the Joint Secretary, which was submitted to the Secretary of MoFA in July 2022. The submission also included the proposal to pilot the guidelines in three CoDs along with stakeholder validation and digitization. The project has initiated the process to pilot the guidelines in three missions. The project followed a detailed process to develop this operational guideline, which started with intensive rapport building with MoFA's leadership team, i.e. Minister and Secretary, leading to the ownership of the process within the Ministry. As a result the Ministry formed a joint committee led by Joint Secretary

MoFA with participation of MoLESS, MiRiDeW's national project coordinator and a former Ambassador (who worked as a consultant for the ILO in this process). The team visited Malaysia, Kuwait and Saudi Arabia as part of the capacity gap assessment exercise and undertook interactions with multiple stakeholders including government of the CoDs, mission staff, workers, diaspora organisations, private sector and others. The team also drafted the operational guidelines, which underwent several rounds of internal review before being submitted to the Secretary.

Outreach services in collaboration with migrant support networks and COVID 19 response

The project partnered with PNCC, GEFONT and NRNA to provide outreach services to the migrant workers in the CoDs of Malaysia, Saudi Arabia, UAE, Kuwait and Qatar. As already mentioned, partnership with NRNA was established as part of the COVID -19 response mechanisms while partnerships with PNCC and GEFONT were aligned with the COVID-19 response post pandemic. The project reported supporting 51,062 migrant workers till December 2022. The outreach support services delivered through volunteers and help desks included documentation for renewal of permits, passports, request for payment of wages in cases of payment defaults, legal counselling, psycho-social counselling, health check-ups and information dissemination. The partners also conducted joint outreach activities in collaboration with the missions. In Kuwait, GEFONT partnered with the local trade union through Kuwait Trade Union Federation to conduct outreach services and also resolve migrant workers' issues. The outreach activities in all the countries were especially useful to workers who were based in the location other than the capital cities or where there are no consulates. PNCC also reported facilitating re-employment of migrant workers who had lost their jobs during COVID. As part of the COVID response, the partners also provided repatriation support.

Please refer to the table below for the details of the support provided by the PNCC and NRNA in the CODs and also in Nepal. The detail of the GEFONT related outreach services are not included in this table as it is not available. Overall, NRNA reported covering 25,695 workers and PNCC 23,475 workers. GEFONT reported that they reached around 6,000 workers.

Table 2: Number of migrant workers covered in CoD

SN	Country	Male	Female	Total
1	Malaysia	9683	537	10220
2	Qatar	8514	782	9296
3	KSA	17529	199	17728
4	UAE	6242	1152	7394
5	Kuwait	237	152	389
6	Bahrain	10	2	12
7	Oman	85	49	134
8	Other Countries	23	1	24
9	Nepal	3826	147	3973
	Total	46149	3021	49170

The project also conducted online training of the 18 Nepali journalists working in nine CoDs to produce accurate and balanced reporting on labour migration in partnership with LEJoG. The project is further building the capacity of the national committee members of the NRNA on rights based support to migrant workers in partnership with NNSM. All the three project partners are continuing their efforts to create a platform for Nepali missions and diaspora organisations to provide effective and efficient services and to disseminate information around the rights of the migrant workers in the respective CoDs.

Areas of under-achievements & Work in Progress – Outcome 3

Institutionalisation of Operational Guidelines

The operational guidelines for the missions in the CoDs are still to be pilot tested and finalised and so the forward activities are still due, which include reporting in line with operational guidelines, integration of the key reporting indicators in the FEIMS, institutionalization of structured job-oriented training to nominated mission staff and publication of handbook for management of mass evacuations.

Outcome 4: The GoN has effectively engaged with regional and global policy dialogues on labour migration.

Under this Outcome, the project aimed to facilitate GoN’s effective engagement with the regional and global policy dialogues on labour migration so that Nepal’s experiences and lessons inform these discourses and in turn the national policies are also informed by them. These regional and global dialogues include CP, ADD, the Global Forum on Migration and Development, South Asian Association for Regional Cooperation (SAARC), GCM and ILO global and regional meetings on labour migration. The strategies to achieve this Outcome included GoN developing a national position on key issues of labour migration and document experiences, good practices and lessons learned and gap analysis of Nepal’s labour migration policies and legal frameworks and relevant regional and international frameworks to implement action points agreed in regional and global forums.

At the Outcome level, the results relate to effective participation of the senior MoLESS officials in the different regional policy dialogues like CP and ADD wherein they were able to present position of the Nepal government on critical issues like fair recruitment, remittance, rights of women migrant workers, skilling and minimum wages. The project also successfully supported MoLESS in co-hosting some of the side events on the issues related to their key priorities. During this period, GoN made several policy adaptations in the area of labour migration which indicates influence of the regional and global policy dialogues and the ILO’s technical support. Some of these include: Reintegration Programme (Operation and Management) Directives for Migrant Workers (2022), Guidelines for inclusion of migrant workers into to the contribution-based social protection scheme adopted in December 2022, GoN’s decision to be a champion country for promoting GCM Objective 6: Fair and Ethical Recruitment and sign BLMA with the CoDs. Additionally, the project supported publication of Labour Migration Report 2020 and 2022, which presented GoN’s position on the key issues of labour migration in Nepal, especially highlighted by the project. The document included themes of high priority including their analysis and way forward.

Outcome/Output	Indicator	Status
Outcome 4: The GoN has	Agenda incorporated in the regional and	Achieved

effectively engaged with regional and global policy dialogues on labour migration.	global migration discourses	
	Agenda points relate to women migrant's issues	Achieved
	GoN's policy adaptations to reflect the action points of the regional and global policy dialogues	Partially achieved
Output 4.1: The GoN has developed a national position, including priorities and concrete messages for the regional and global policy dialogues on labour migrations	4 consultation at federal level; one per year with provincial and local level stakeholders to identify priorities for Nepal's contributions to regional and global dialogues on labour migration	Partially achieved
	Advisory team (3 persons) capacitated to support the GoN in the regional and international policy dialogues	Partially achieved; MoLESS officials capacitated. Advisory team not formed
	Priorities for each policy platform identified, positions and messages prepared	Partially achieved
	5 input papers on issues related to labour migration developed, issues relevant for women migrants emphasized	Achieved
Output 4.2: Global and regional policy dialogues on labour migration reflected in policy making process of the GoN (namely agendas outlined in the GCM, CP, SAARC and ADD)	Analysis of gaps between Nepal's policy and legal frameworks related to labour migration and relevant regional and international frameworks, incl. action points identified by regional and global policy dialogues on labour migration, including women migrants, available	Partially achieved (Labour Migration Report and Position paper on gender responsive labour migration)
	Recommendations formulated by the MoLESS to implement action points agreed by the GCM, CP, SAARC and ADD	Project supported initial drafting of National Action Plan, after which MoLESS is taking support of IOM.

Key achievements – Outcome 4

GoN's engagement in regional and global platforms on labour migration

The project supported senior officials of the MoLESS to effectively engage in the regional and global policy dialogues. These supports included preparation of background papers, technical inputs and sponsoring travel and stay. The details of the participation and issues raised is below:

- Colombo Process (CP): MoLESS presented Nepal's experience and GoN's position in the thematic working groups of remittances and fair and ethical recruitment in 2022. In

these meetings, the GoN called for greater coordination between member states to reduce meet SDG targets.

- ADD: Minister, Secretary and Undersecretary from MoLESS attended the ADD Sixth Ministerial Consultation held in October 2021. The Undersecretary presented Nepal's case based on the ILO background paper on "Skilling Migrant Workers: Exploring the Existing Practices of Skills Assessment (Nepal and Bangladesh) and Recognition (UAE and Qatar). The Nepal government also requested CoDs to support skill development of migrant workers and increase their minimum wages. The same was carried out during ADD held in May 2021.
- Asia Pacific Forum on Sustainable Development, Bangkok 2019: GoN co-hosted a side event titled, 'Empowering Migrants through Safe, Orderly and Regular Migration in Asia and the Pacific' and shared experiences from Nepal.
- 'Future of Labour Migration in Asia: Challenges and opportunities in the next decade' organized jointly by Asian Development Bank (ADB), Organization for Economic Co-operation and Development (OECD) and ILO, 2020: In this event NPC shared Nepal's experience of labour migration, and priorities and long-term plan of GoN.

Gender sensitive labour migration governance

Some of the key results related to gender sensitive labour migration promoted by the project are as follows:

- The project raised the issue of mobility rights of women migrant workers at the highest level when it supported NHRC representatives in 2019 to participate in a study visit planned by Federal Parliamentary Committee for Industry, Commerce, Labour and Consumer Welfare to major CoDs to assess the conditions of Nepali domestic workers and recommend way forward. The NHRC representative recommended lifting the blanket ban on labour migration for domestic work.
- The project developed a policy brief on gender-responsive migration policy, which is currently under technical review. The paper serves as a baseline document along with analysis of the preconditions placed on migration of domestic workers, good practices and recommendations. The project also developed an advocacy plan and supported formation of a national consortium for sustained advocacy for a gender-responsive migration policy in Nepal. As already mentioned before, the national project coordinator led the working group on gender under the MGN to formulate advocacy messages.
- MoLESS formed a taskforce working on women migrant workers to host a stakeholder discussion to garner recommendations for governance of migration of domestic workers in June 2022. The ILO provided recommendations to this taskforce based on the draft policy brief on gender-responsive migration policy.
- MoLESS participated in the regional policy event, 'Labour mobility between Asia and the Arab States: Sharing of Experiences and Progress under the Bali Declaration with specific focus on women migrant workers in 2019.'
- Organised an interaction between the returnee women migrant workers and Government including member of parliaments in an event hosted by Apravashi Mahila Kaamdar Samuha (AMKAS), a women worker organisation on International Domestic Workers' Day (16th July 2022). The event also witnessed submission of a petition for ratification of ILO Convention 189 on Domestic Workers was submitted to MoLESS.
- Capacity building of 22 journalists (19 men and 3 women) in November 2022 to promote gender-sensitive reporting on migration.

Policy adoptions and national position papers on labour migration issues

The project provided ad hoc technical support in the policy drafting and finalisation based on the requests of the MoLESS and MoFA. It is also significant to note that Nepal decided to be a champion country of Objective 6 of the GCM on fair recruitment during the project period and signed a number of BLMAs in which it tried to align them to ILO standards. The ILO support in this regard has been covered under Outcome 2 in the report. Some of the other policy adaptations in which ILO supported the government are as follows:

- Guidelines for inclusion of migrant workers into the contribution-based social protection scheme 2022 (likely to come into force in April 2023).
- 'Reintegration Programme (Operation and Management) Directives for Returnee Migrant Workers, 2022': The project prepared a background paper on this theme, which included legal review, review of good practices and recommendations. The project reported that the recommendations related to economic and psycho-social support, registration of workers and skills mapping have been included in the guidelines. Project also conducted stakeholder consultations on roles of local and provincial governments to facilitate reintegration of migrant workers.
- MoFA issued a directive in October 2021 for the resumption of the demand letter attestation for the garment sector in Jordan, which was halted since 2018. The project reported that this directive was result of joint advocacy of ILO labour migration projects, SaMi and selected recruitment agencies, and other civil society organisations.
- The project continues to compile recommendations of the key stakeholders for the revision of Foreign Employment Policy and Foreign Employment Act.

Labour Migration Report – GoN's position on labour migration governance

MoLESS published Labour Migration Reports with the ILO's technical support in 2022 and 2020. The 2020 report covered the years 2017-18 and 2018-19 and the 2022 report covered three fiscal years, i.e. 2019-20, 2020-21 and 2021-22. It is important to note that ILO Nepal had supported publication of the first national report on the status of labour migration for foreign employment for the year 2013-14 in collaboration with IOM and The Asia Foundation under the South Asia Labour Migration Governance (SALM) project. ILO further supported second and third reports as well that covered fiscal years from 2014 to 2016 under the SALM project. Overall, the MoLESS has come out with six reports since 2015 of which ILO has supported five reports.

Under the overall leadership of MoLESS, ILO Nepal supported drafting of the 2022 report under this project in partnership with CESLAM while IOM and SaMI project supported stakeholder consultations. The report presents an in-depth analysis of the situation including data as per gender, skills, geography, CoD, occupation, etc. Significantly, it highlighted the issues around seven themes, i.e. Recruitment, Health and safety, Access to justice, Remittance, Reintegration of returnee migrant workers, Skills development and certification, and Migration of Nepali workers to India. The 2022 report also highlighted gaps and issues in data related to labour and provided recommendations and MoLESS's future strategies around the broad categories of national legislation, e-governance, fair and ethical recruitment and access to justice, labour diplomacy and role of Nepal's diplomatic missions, multi-stakeholder collaboration and regional and international cooperation, social protection, health and safety of migrant workers, return and reintegration, skilling, skill recognition and certification, disaster/crisis response and recovery plan, remittances, and migration data.

The 2020 report was also on similar lines with thematic analysis of the situation and recommendations along with detailed and in-depth analysis of the data. In this report, the

project specifically supported chapters on Nepal's involvement in regional and global labour migration policy dialogues and, status and roles of Nepali missions in supporting Nepali migrant workers. The project reported that such an extensive review of regional and global policy dialogues as well as role of missions was first of its kind to be published by the government.

The Steering Committee formed for publication of these reports was headed by Secretary, MoLESS and ILO Country Director was one of the members. The national project coordinator of the MiRiDeW project was member of the Working Committee of both the reports. ILO's technical assistance in publication of the reports was acknowledged at the highest levels of the government and the report represented official position of the GoN on the issue of labour migration governance.

Areas of under-achievements & Work in Progress – Outcome 4

Under the Outcome, the project did achieve some significant results, however, not in systematic manner as it was conceived in the project. The project could not form a formal advisory committee to support GoN in policy-level engagements and the platforms as envisaged in the PRODOC. The project also could not organise provincial and local level consultations to develop national level position on the labour migration governance or an action plan to implement action points agreed in the GCM, CP, SAARC and ADD. However, the project provided technical support to the government on an ad-hoc basis in response to government's requests.

Contributory factors of the key achievements under the four Outcomes

Some of the key contributory factors towards results under the four outcomes are explained below:

One team approach of ILO migration projects in Nepal and greater coherence with other projects and stakeholders

During the project period, there were other ILO projects on labour migration in Nepal like SEP, FAIR, WiF, GOALS and the focal points of these projects under the leadership of the Country Director worked as a single 'Migration Team'. As already detailed out in Coherence section, the project also collaborated with other projects and stakeholders like SaMI, NHRC, UN Women, IOM, NNSM on various activities. This extra effort by the project helped in attaining efficiency, avoided duplication of efforts and also in enhanced effectiveness of the activities. This also led to delivering unplanned results like Labour Migration Report, policy advocacy around gender sensitive labour migration governance, effective engagement in the regional and global policy dialogues.

Formal ownership of the project by MoFA

The project invested a significant amount of time and energy in fostering relationship with the leadership team at MoFA including Minister, Secretary and Joint Secretary in the initial stages. This led to trust building with a non-conventional and sensitive stakeholder like MoFA and greater ownership of the project outputs.

Partnership with migrant support networks, organisations and technical institutions

The project partnered with migrant support networks, diaspora organisations, trade union, technical institutions and community media platforms to provide technical support to the government, conduct outreach and COVID-19 response activities with the migrant workers, policy advocacy activities and preparation of policy and background papers and policy researches. The knowledge products like Labour Migration Report, COVID-19 impact report, IEC material on migrant workers rights, policy briefs and background papers on different themes, could be developed due to partnership with these expert organisations.

Donor's flexibility in fund allocation and project's duration

FFDA/SDC showed flexibility in fund allocation wherein it allocated a significant additional amount for the COVID-19 response for relief, repatriation and awareness of the migrant workers. This significant effort by the project in CoD's helped in building trust with the government especially MoFA and the missions and they recognized the role of diaspora and migrant support networks formally. FFDA/SDC also extended the project more than once, i.e. up to 30 June 2023, which helped in making progress towards completing project outputs. SDC is one of the key development partners with regard to labour migration especially in the context of South Asia and Nepal and their inputs and feedback based on experience of the other projects also contributed to the project results.

Key challenges that affected project's performance under four Outcomes

As can be seen from above, a significant number of outputs under the project remain unachieved and a good number of them are still work in progress. The key challenges that the project faced are as follows:

COVID-19 pandemic

The pandemic disrupted the peak implementation period of the project, i.e. early 2020 to mid-2021 significantly. Many of the outputs under the project were linked to stakeholder consultations at the local, provincial, national and regional levels. Almost all of these processes had to be stalled. Apart from disrupting the flow of the project at its peak time, the pandemic also shifted the priorities of the government, who were the key stakeholders in the project.

Changes in the political landscape

The project also witnessed changes in the political leadership at the national level, which significantly impacted the priorities of the government's agencies and departments including MoLESS, NPC, FEB, etc. and led to significant delays or blockages in the decision making.

Change of key personnel in the government

During the project period, some of the key personnel in the MoFA and MoLESS changed which affected the project progress significantly. The common understanding that the project had built around project's deliverables and implementation mechanism had to reestablished with the new officials. In many cases, the project is still in the process of building rapport with the new officials. As mentioned in the limitation section, the evaluation team could not interview any official in MoFA and the senior leadership of the MoLESS.

Lack of formal agreement with the key government partners

The project had planned to set up a Project Steering Committee with the participation of MoLESS, MoFA, NPC and other partners, however, this committee could not be formed due to complexities related to engagement of two Ministries, i.e. MoLESS and MoFA and also because of already existing DWCP steering committee. The government argued that DWCP Nepal could serve as an overarching framework to manage the project at the highest level and mentioned that a separate Steering Committee for each of the ILO projects can significantly increase their administrative costs and coordination time. While this is a valid argument, MiRiDeW, being a systems strengthening project, demanded full ownership of the government to achieve the outcome level results as envisaged in the project document. In absence of any formal agreement, the project remained an external support initiative and consequently could provide only need based technical assistance to the government. The project's progress depended mostly on the approval or adoption of critical events by the government partners, and so delays or lack of response affected the project significantly.

Perception of ILO being an international NGO

In some cases, the officials perceived ILO to be an international development organisation and did not understand its true character of being a tripartite UN organisation. This perception significantly impacted regular as well as critical activities and affected government's engagement in the project.

Change of national project coordinator in the middle of the project

The project witnessed change of national project coordinator in the second quarter of 2021, which impacted the project flow significantly. In absence of formal agreements, collaboration with government was based on personal rapport, which had to be rebuilt by the new coordinator, which took additional time and impacted the project delivery rate.

Adaptation to changes due to COVID 19

The MiRiDeW project, like any other activity across the globe, was significantly impacted as almost of the activities of the project were suspended and delayed during both the waves of the pandemic due to lockdown in Nepal and CoDs, illnesses and a deep sense of uncertainty in the atmosphere. Some of the key activities like, monitoring and reporting on SDG targets, market analysis of CoDs, outreach activity with the workers in CoDs, drafting of operational guideline for the missions, and regional and global policy dialogue platforms were all postponed and in some cases cancelled. After the initial shock, project adjusted to the new reality and made several adaptations to respond to the working modalities and immediate priorities. The project also supported a study titled 'Impact of COVID-19 on Nepali Migrant Workers - A Case Study of Migrant Workers in Saudi Arabia, the UAE, Qatar and Malaysia', which was conducted by PNCC and CESLAM, to assess the impact of the pandemic to identify support strategies.

The project aligned the outreach activities under Outcome 3 to support the government to repatriate migrant workers back to Nepal, also undertook additional activities in the CoDs to enhance workers' access to information, provision of shelter and food to the stranded migrant workers and grievance redressal. The donor, FFDA/SDC, provided the much-needed support by realigning existing budget and also providing additional funding. FFDA/SDC allocated a total of CHF 981,219 (US\$1,038,266) for COVID-19 related activities under Outcome 3. This included CHF 535,219 (US\$ 553,484) of the realigned budget from the existing budget and additional funding of CHF 446,000 (US\$ 484,782). Please refer to the subsection on Outcome 3 under Effectiveness section for more details.

Apart from the strategic adjustments mentioned above, the project also made operational changes to continue the project activities during the pandemic. The meetings, trainings and consultations were shifted to virtual mode. Overall, the project made significant efforts to adapt to the change in context due to pandemic.

Promotion of ILS, gender equality and social dialogue in project implementation

The MiRiDeW project through its design as well as implementation approach promoted ILS and gender equality effectively. The project promoted ILS especially by promoting BLMAs as per ILS and also highlighted relevant data points in the Labour Migration Reports and the regional and global policy dialogues.

The project promoted gender equality significantly under all the outcomes as it analysed the situation using data in gender disaggregated manner in all the technical notes, publications like Labour Migration Report, COVID-19 Impact study and partners' progress reports related to outreach activities in CoDs. The project also supported policy dialogues to reform the policy directives around women's migration for work outside the country. As already mentioned in previous sections, the project coordinator led the gender sub-group in MGN and promoted the discourse around gender sensitive labour migration governance. The project also supported a policy review paper on gender sensitive labour migration which is currently under technical review.

The project promoted social dialogue mostly under Outcome 4 wherein it brought different stakeholders together on common platforms to discuss the key issues related to labour migration governance. However, engagement of the private sector especially recruitment agencies could have been more in the labour market studies and capacity gap assessments.

Efficiency of resource use

The key findings regarding the evaluation criteria of efficiency of resource use is presented below:

Allocation of human resources

The project has a lean team with a national project coordinator and an administrative and finance assistant. The project is further supported by the Country Director, respective Programme Officer and the Labour Migration Specialist (based at New Delhi). The project witnessed two project coordinators, both with relevant expertise and experience, and both led the project with full commitment. Considering that MiRiDeW is a systems strengthening project and demanded partnership management with a variety of government agencies like MoLESS, MoFA, NPC, FEB and Nepalese missions, the project structure was not found to be appropriate. Apart from engagement of the Country Director, a more dedicated and intense engagement of a senior ILO functionary with the expertise of partnership building was required to create buy-in and ownership at the highest levels of the government. The project might have also benefitted with the inclusion of a Project Assistant, which would have given the national project coordinator more time for higher level activities.

Timeliness of implementation

Project's overall efficiency w.r.t timeliness of implementation is less than satisfactory considering that a significant number of outputs are yet to be delivered even after the project receiving

additional 16 months of implementation till 31 Dec 2022. The project has further received six months of extension up to June 2023 making the total duration of phase 1 to be of 57 months. While the project lost a significant amount of time due to pandemic, the project's progress even after extension indicates lack of efficiency in implementation. It is important to note that most of the delays were beyond the control of the ILO as the project's progress depended on the government's support and collaboration.

Efficiency of financial resources

The project has a total budget of around USD 2.98 million and its utilization status as per the Outcomes and Outputs is presented below in the table. As on 9th March 2023, the project had utilization rate of 82 % (including encumbrances). As mentioned above, the original budget of USD1,383,492.32 increased significantly as FFDA/SDC provided additional support for the COVID-19 response and for extension period. As can be seen from the table below, Output 3.2 has highest budget allocation of around 51% of the total budget and had very high utilization rate of 96%. This is due to implementation of COVID-19 response activities and outreach services by the NRNA, PNCC and GEFONT. However, in other Outputs and Outcomes wherein partnership with government is involved, project has a low delivery rate, which is in consonance with the physical progress and results achieved.

Table 3: Budget and its utilisation status (as of 9 Mar 2023)

Head	Budget (USD)	Expenses (Including Encumbrances) (USD)	Utilisation rate (%)
Outcome 1: National policies strengthened and implemented to enhance the governance of labour migration in Nepal	98,306.81	50,276.93	51
Output 1.1: CBS, NPC and MoLESS have baseline and monitoring mechanism in place for key labour migration indicators.	98,306.81	50,276.93	51
Outcome 2: Bilateral and regional mechanisms strengthened to improve Nepali migrant workers' access to better jobs.	1,94,130.71	86,336.60	44
Output 2.1: MoLESS has facilitated formalization of new sectors/destinations for low-skilled migrant workers.	1,16,100.00	42,770.83	37
Output 2.2: MoLESS and diplomatic missions have developed a system to respond to policy changes in the countries of destination.	78,030.71	43,565.77	56
Outcome 3: Nepali diplomatic missions provide more efficient and effective support services to Nepali migrant workers.	17,19,776.70	15,17,791.73	88
Output 3.1: GoN has developed and institutionalized operational guidelines for Nepali diplomatic missions.	2,02,904.33	55,439.73	27
Output 3.2: Diplomatic missions benefit from increased coordination with non-governmental support	15,16,872.37	14,62,352.00	96

services in countries of destination.

Outcome 4: The GoN has effectively engaged with regional and global policy dialogues on labour migration.	1,44,294.66	1,06,191.05	74
Output 4.1: The GoN provides substantial inputs to regional and global policy dialogues on labour migration.	1,08,952.60	86,167.37	79
Output 4.2: Global and regional policy dialogues on labour migration reflected in policy making process of the GoN (namely agendas outlined in the GCM, CP, SAARC and ADD)	35,342.06	20,023.68	57
Project Management and Oversight	4,81,172.08	4,05,150.62	84
Programme Support Cost	3,42,901.73	2,71,141.39	79
TOTAL	29,80,582.69	24,36,888.32	82

Efficiency of management arrangements

Management and governance of the project

The PRODOC had envisaged formation of a project steering committee with participation of the senior officials of MoFA and MoLESS for management and governance of the project. However, this project steering committee could not be formed. Also, there was no formal agreement or MoU with the government agencies to deliver results under different Outcomes, for e.g. with NPC for Outcome 1, with MoLESS for Outcome 2 and 4 and with MoFA for Outcome 3. The mid-term evaluation also highlighted this aspect, however, lack of a management structure with the participation of government partners affected the project's progress significantly due to lack of accountability from the government's side.

Within the ILO, the roles and responsibility were clear to the project team as well as to the country office including leadership, which contributed to the results achieved.

Implementation of mid-term evaluation recommendations

The mid-term evaluation provided following specific recommendations and the status of their implementation is presented below:

	Mid-term evaluation recommendation	Status of implementation
1	Priority should be given to develop inter-ministerial coordination and policy engagement of all stakeholders involved in labour migration issues	The project did not fully accept this recommendation stating that the government would require significant incentive. Project did attempt to bring all the relevant stakeholders into policy dialogues especially civil society organisations.
2	Boost ownership of project outputs by the Government towards impact and sustainability	Operational guidelines owned by the MoFA.
3	Despite having reached midterm of project implementation and the existence of the DWCP Steering Committee, set up the MIRIDEW Project Steering Committee	The project had partially agreed with this recommendation and had planned to form a small advisory or management committee under the leadership of MoFA, however, there

	with all relevant stakeholders	is no evidence to suggest that this was attempted.
4	Enhance the participation of the private sector in order to secure better protection of migrant workers.	Project had partially agreed with this recommendation stating that private sector had limited role in this project and were being involved in limited manner through consultations and had planned to continue with this strategy. The project also reported making additional efforts to engage with the federation of recruitment agencies.
5	Revise inadequate indicators in the log-frame matrix and add gender specific indicators at output level.	Project had disagreed with this recommendation
6	Given the virtual setting that we all are working in, seek to ensure long term sustainability of the Shuvayatra platform so that information and services, job matching, skilling, and entrepreneurship development are promoted to a large section of migrant workers.	Partner had agreed with this recommendation and had planned to look for support to continue this. However, the project was not able to garner any additional support.
7	Provide time extension to MiRiDeW project to offset the time loss due to COVID-19 impact and to conclude the major interventions to the expected results level.	Donor agreed and extended the project.
8	Prepare exit strategies based on increased ownership of project achievements by the government.	ILO submitted exit strategies as part of the proposal for the extension of the project.
9	Define options for future possible interventions building on the achievements of MiRiDeW particularly to work with MoFA for the implementation of concrete recommendations put forth by Nepali missions' capacity gap assessment report.	The implementation guideline is in the process of finalization.

Policy support from ILO technical backstopping units and HQ

The project received close support from the Migration Specialist (based at New Delhi) in the initial stages of the project, especially to build rapport with the MoFA. The project also received technical inputs in some of the technical products, however, as the position remained vacant for some time, the project did not receive support for the entire duration. There was limited engagement of HQ in the project.

Orientation to Impact and sustainability

This section presents the findings related to impact and sustainability of the project.

Impact

In order to assess project's impact, the project design had intended to measure improvements in the capacity of government and non- government organisations to respond to the needs of

Nepali migrant workers in CoDs. As evident from the findings, most of the outputs under each outcome are yet to be achieved, accordingly impact of the project at this stage cannot be assessed. The baseline and current data related to increased efficiency of services or increased access to services by migrants is not available and accordingly, the impact of outreach services in CoDs conducted under the project or due to other contextual factors cannot be determined. However, the project outcomes have the potential to significantly impact migrant worker's access to services in the CoDs.

Under Outcome 3, the project conducted a large number of Outreach activities with the migrant workers in the leading CoDs as part of the COVID-19 response and also otherwise. The findings suggest that these outreach activities, which included information dissemination, reached a large number of migrant workers and created awareness amongst them regarding their rights. The partnership with social partners has also helped in reducing some gap between the workers, the migrant support networks and the embassies. The capacities of the migrant support networks have also enhanced considering the scale of work that they undertook during COVID-19 response. This is also evident from the fact that MoFA requested the embassies in Malaysia and Saudi Arabia to formally collaborate with PNCC to provide direct support to migrant workers.

Under Outcome 4, the project supported the MoLESS officials in engaging with regional and global forums and in the process provided technical inputs on a range of issues concerning labour migration. The findings suggest that these inputs have made some impact on the culture of the departments as they now value role of preparations and technical analysis before participating in such regional and global forums. The technical inputs provided in the government's directives also have the potential to create large-scale impact, if they are implemented successfully.

Sustainability

The project strategies include institutionalisation of tools and systems created under the project. Accordingly, sustainability of the key results of the project is dependent on successful achievement of the project outcomes and outputs.

The tools that have very high potential of sustainability include reporting on labour migration indicators including SDG, operational guidelines developed for MoFA, and identification of new potential destinations and BLMAs with the CoDs. However, there must be realistic expectation of the sustainability considering the previous experience in Nepal as well as elsewhere. For example, ILO supported the first Labour Migration Report in 2014 and has continued to support five of the six publications so far. However, this report is yet to be fully institutionalised and saw gap years when there was no external support. Further, the government still requires external support for a detailed and high quality analysis and presentation of the data and positioning of the issues. This is evident from the latest publication in 2022, which was supported by the ILO. The experience suggests that unless a system is made part of the internal rules of the department through notification, or an Act or special order, it has limited chances of sustainability in absence of external support. Accordingly, the project apart from providing tools and systems, must lobby with the departments to fully integrate it within their internal systems and allocate budgets, wherever applicable.

Project has implemented strategies to build the capacity of worker organizations, diaspora organizations and civil society actors to institutionalize support services to migrant workers, which appears to be integrated into the systems of these organisations and have high orientation to sustainability. Some of the recent developments like MoU between NRNA and MoFA indicate sustainability of the capacities enhanced under the project.

For policy advocacy, the project has collaborated with the key stakeholders on different forums and provided technical inputs. The status of these forums indicates that they will continue even after completion of the project and have high chances of sustainability.

Lessons Learned and Emerging Good Practices

Lessons Learned

- 1. Formalisation of the partnership is an essential condition for creating ownership amongst the partners.**
This is in context of the MiRiDeW project's partnership with government agencies including MoLESS, NPC and MoFA. Due to lack of formal agreement of the partners over the project objectives and results, the project could not progress with the desired efficiency as was envisaged in the project design. In absence of formal agreement, the project is also at risk of blockages due to change of officials or change of priorities of the government.
- 2. Reporting against the SDG indicators on the issue of labour migration requires significant resources and coordination between various actors to fill data gaps**
There is significant data gap related to international labour migration and most of these gaps require additional data collection apart from organizing the already existing data. Since the migrants from the source countries migrate world over, data collection is a resource intensive exercise. Accordingly, technical assistance in form of monitoring and reporting framework in itself is not sufficient to enable reporting against the SDG indicators.
- 3. Joint outreach services by the migrant support networks and missions can help in enhancing migrant worker's access to better services by the missions in CoDs**
Migrant support networks include diaspora organisations, migrant worker representative organisations and trade unions, which can play a significant role in enhancing worker's access to services by the embassies. Joint outreach activities by the embassies in collaboration with these organisations can help in building trust as well as enhancing their reach significantly.
- 4. Community media can contribute significantly to create large scale awareness amongst the migrant workers in a cost effective manner**
Community media in the CoDs are generally founded and operated by the former migrant workers are accessed regularly by the migrant workers and accordingly these platforms can be used to spread mass awareness on the issues of migrant workers in a cost effective manner.
- 5. Knowledge products should be converted to user-friendly briefs in the main language of the country.**
The project produced a significant number of knowledge products including labour market assessment, capacity gap assessments, policy reviews and technical notes. As many of these documents are long and complex, they need to be converted to user-friendly briefs highlighting the key information and recommendations in a simple manner. Further this needs to be translated in official language of the country. This shall facilitate its wider circulation within the government as well as its usage in decision-making.
- 6. The log-frame of the project must highlight risks, assumptions and mitigation strategies under all the result areas.**
This is in context of the MiRiDeW's log-frame wherein the risks, assumptions and mitigation strategies were not identified under its two outcomes, i.e. Outcome 1 and 2.

This significant impacted the project's progress as evident from the results achieved under the project. Further, the turnover of project officials must also be included in the risks, so that suitable mitigation systems are in place to lessen the impact of change of project officials.

Good Practices

1. Lobbying and trust building at the highest levels including political leadership to create ownership of the project.

The project in its initial stages built strong rapport with the Minister and Secretary of MoLESS and convinced them about the purpose and objectives of the project. This helped in creating formal ownership of the project that led to intensive engagement of the MoFA wherein it formed a committee to undertake the task of developing operational guidelines.

2. Partnership with the diaspora organisations for outreach services and COVID-19 response in CoDs.

The project partnered with NRNA and PNCC, leading diaspora organisations of Nepalese migrants in CoDs to provide relief and repatriation services as part of COVID-19 response and also to conduct outreach services to support migrant workers to access counselling, information support and other services. These organisations used their wide network of volunteers to a large number of migrant workers in CoDs.

3. Engagement of community media platforms in the CoDs leads to wider dissemination of messages amongst migrant workers.

As part of the information dissemination for awareness generation amongst migrant workers in CoDs, CMIR partnered with community media platforms like www.malayakhabar.com in Malaysia and www.titopati.com in Kuwait. These platforms disseminated information around safe migration and COVID-19 related information to a large number of migrant workers through the social media platforms and website.

4. Donor's support for COVID-19 response in alignment with one of the project outcomes.

FFDA/SDC supported the COVID-19 response in a significant manner by realigning existing budget and also providing additional funding. FFDA/SDC allocated US\$1,038,266, which included US\$ 553,484 of the realigned budget and additional funding of US\$ 484,782.

5. Partnership with national expert research and other civil society organisations for increased efficiency.

The project partnered with CMIR, NNSM and CESLAM to delivery technical and support services, which helped in carrying out the activities in an efficient and effective way. Further, it contributed to enhancing the institutional capacity related to labour migration issues in the country.

6. Synergies and coordination between the ILO migration projects and teams enhanced their effectiveness and efficiency and avoided duplication.

MiRiDeW project collaborated with other ILO projects on labour migration like SEP, GOALS, FAIR and WiF and the project focal points under the leadership of CO

worked as a single team which helped in enhancing the effectiveness and efficiency of the project activities. It also helped in avoiding duplication of efforts.

7. Leading the gender subgroup in the MGN contributed to policy advocacy for gender sensitive labour governance.

The national project coordinator led the gender subgroup within the MGN, a network of development partners working on labour migration, which contributed to policy advocacy on gender sensitive labour governance in Nepal. It also contributed to furthering the ILO's conventions and its brand within the country.

Recommendations

Recommendation 1: ILO Nepal must support GoN to prioritise the key issues highlighted by the MiRiDeW project and include them in immediate action plans.

The issue of reporting against SDG indicators of 8 and 10, diversification of CoDs, alignment of BLMAs with the ILO conventions, institutionalisation of operational guidelines for Nepalese missions and policy adoptions based on international best practices are key priorities as highlighted by the MiRiDeW project. GoN's commitments in its various policy documents and Labour Migration Reports also reaffirm these priority areas and the ILO Nepal must support the GoN in developing action plan around these key priority areas, which directly correspond to the Labour Migration pillar of the MoLESS.

Addressed to	Priority	Resource	Timing
ILO Nepal and Government of Nepal especially MoLESS	High	Medium to high	Short to medium term

Recommendation 2: ILO must devise strategies to deliver its comparative advantage in an integrated manner in the country level projects for political buy-in

The ILO as an organisation including HQ, ROAP, DWT and CO must come together to influence government of Nepal for their buy-in of the MiRiDeW project. It must capitalize on the country's membership in the ILO governing body to influence and motivate the national leadership to undertake systems strengthening as supported by the project.

Addressed to	Priority	Resource	Timing
ILO HQ, ROAP, DWT and CO	High	Medium	Short-term

Recommendation 3: Phase 2 must formalize partnership with government through mechanisms like MoU and project advisory committee.

The ILO must sign MoU with the key government partners especially MoLESS and MoFA to formalize the partnership to ensure joint accountability of the deliverables and set up a project advisory committee to plan and review the project in a consultative mode along with the key partners.

Addressed to	Priority	Resource	Timing
ILO CO, GoN	High	Low	Short-term

Recommendation 4: ILO must consider the following recommendations while designing the phase 2 of the MiRiDeW project.

The ILO must consider the phase 2 of MiRiDeW as capitalisation phase where the focus must be to complete the ongoing activities and build upon the successes of the phase 1. The ILO must consider lessons and good practices in this process. The specific measures that the ILO must undertake are the following:

1. ILO must form a Phase 2 project designing committee and include MoLESS, NPA, MoFA, SDC and the technical experts as members. In order to achieve operational efficiency, the ILO can present the draft project design along with log-frame and seek feedback from partners. In case the joint meeting of all the stakeholders is not feasible, the ILO can meet these three important stakeholders separately to take their feedback before finalizing the proposal. As already mentioned, the ILO must formalize this process by seeking approval of the project and by signing a MoU.

2. The phase 2 design must focus on narrowing down the scope of the project to a maximum of three outcomes, wherein outcome 1 and 4 can be merged to have an outcome with focus on ‘creating enabling environment and generating evidences for policy changes for labour migration governance’. Under this Outcome, the outputs can focus on finalizing the monitoring and reporting framework including recruitment cost survey, labour migration report and influencing policies around gender sensitive labour governance’. However, while narrowing down the scope, the project design must consider risks associated with it and must develop mitigation plans. The mitigation plan must have the flexibility to respond to government needs and priorities.
3. Some of the Outcome wise recommendations are as follows:
 - a. Under Outcome 1, the phase 2 must continue with the planned recruitment cost survey in partnership with NSO and GOALS project. It must also focus on finalizing the monitoring and reporting framework and getting it launched along with NPC. The monitoring and reporting framework and national data collection strategy must include specific data collection methods and the resources required to enable government to report against other three SDG indicators.
 - b. Under Outcome 2, the project must support the MoLESS in signing MoUs with potential CoDs as identified in the phase 1. The ILO must mobilise technical expertise and goodwill at H.Q. with the potential CoDs to facilitate signing of the BLMAs as per ILO conventions. The Outcome 2 must also include developing a toolkit for the MoLESS to conduct rapid market survey and labour market assessment based on the experience of the phase 1. This toolkit must detail out the methodology as well as resources required.
 - c. Under Outcome 3, the project continue with institutionalisation of the operational guidelines and must include diaspora organisations, migrant support network and recruitment agencies during its piloting. However, in order to achieve this, the project must formalize the relationship with MoFA as mentioned under Recommendation 4.
 - d. Under Outcome 4, the project can focus on Labour Migration Report and gender sensitive labour migration governance. As part of the Labour Migration Report, there should be a new section to assess progress made by the country from the last reporting period against the commitments made in the previous report. Under gender sensitive labour migration governance, the project must continue to engage with the gender subgroup under MGN to conduct policy advocacy in partnership with other stakeholders.
4. All the knowledge products developed under the project must be converted into briefs with the objective of enhancing its usability and readability. The knowledge products must also be translated into Nepali for its wider use within as well as outside government.
5. The log-frame of the project must include assumptions and risks and their mitigation plan for all the outcomes. Change of officials in government must be included in the risk along with appropriate mitigation plan. Accordingly, staff turnover within ILO must also be included as one of risks. As part of the mitigation plan, the CO must consider strategic engagement of senior programme officers (responsible for backstopping the project) during the implementation phase.
6. The project design must also consider partnership with other stakeholders like other ILO projects, other UN and non-UN labour migration projects and technical agencies like NHRC, UN Women, CMIR and CESLAM.

Addressed to	Priority	Resource	Timing
ILO CO Nepal	High	Low	Short-term

Annexure 1: Lessons Learned Template

ILO Lesson Learned Template: Lesson 1

Project Title: Migrant Rights and Decent Work Project (MiRiDeW), Phase - I

Project TC/SYMBOL: NPL/18/01/CHE

Name of Evaluator: Brajesh Pandey

Date: 27th March 2022

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Formalisation of the partnership is an essential condition for creating ownership amongst the partners. This is in context of the MiRiDeW project's partnership with government agencies including MoLESS, NPC and MoFA wherein the project results and activities are directly dependent upon the level of participation of the relevant government agencies.
Context and any related preconditions	This lesson is relevant to projects wherein the government is direct beneficiary of the ILO's technical assistance, especially the projects that target systems strengthening or capacity building of the government.
Targeted users / Beneficiaries	ILO staff involved in project proposal development and project execution.
Challenges /negative lessons - Causal factors	Due to lack of formal agreement of the partners over the project objectives and results, the project could not progress with the desired efficiency as was envisaged in the project design. In absence of formal agreement, the project is also at risk of blockages due to change of officials or change of priorities of the government.
Success / Positive Issues - Causal factors	Formal agreement with the government agencies can lead to accountability to the project results, which can significantly enhance project's performance.
ILO Administrative Issues (staff, resources, design, implementation)	A lesson to be considered while designing future projects and during initial phase while negotiating collaboration with the government.

ILO Lesson Learned Template: Lesson 2

Project Title: Migrant Rights and Decent Work Project (MiRiDeW), Phase - I

Project TC/SYMBOL: NPL/18/01/CHE

Name of Evaluator: Brajesh Pandey

Date: 27th March 2022

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>Reporting against the SDG indicators on the issue of labour migration requires significant investment to fill data gaps</p> <p>The project supported developing monitoring and reporting framework for SDG indicators in Nepal related to SDG 8 and 10. However, there is significant data gap related to international labour migration and most of these gaps require additional data collection apart from organizing the already existing data. Since the migrants from the source countries migrate world over, data collection is a resource intensive exercise. Accordingly, technical assistance in form of monitoring and reporting framework in itself is not sufficient to enable reporting against the SDG indicators.</p>
Context and any related preconditions	This is relevant to the ILO projects and activities that facilitates reporting against SDG indicators.
Targeted users / Beneficiaries	ILO and government officials.
Challenges /negative lessons - Causal factors	As the reporting against the SDG indicators is resource intensive, the monitoring and reporting framework developed with the ILO's technical assistance is not accepted and implemented by the government.
Success / Positive Issues - Causal factors	Mapping of all the data points along with resources required and partnering with other projects/initiatives to fill data gaps.
ILO Administrative Issues (staff, resources, design, implementation)	Phase 2 of this project need to include this consideration while finalizing the framework.

ILO Lesson Learned Template: Lesson 3

Project Title: Migrant Rights and Decent Work Project (MiRiDeW), Phase - I

Project TC/SYMBOL: NPL/18/01/CHE

Name of Evaluator: Brajesh Pandey

Date: 27th March 2022

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>Joint outreach services by the migrant support networks and missions can help in enhancing migrant worker's access to better services by the missions in CoDs</p> <p>Migrant support networks include diaspora organisations, migrant worker representative organisations and trade unions, which can play a significant role in enhancing worker's access to services by the embassies. Joint outreach activities by the embassies in collaboration with these organisations can help in building trust as well as enhancing their reach significantly.</p>
Context and any related preconditions	This lesson is applicable to migrant workers, missions in the CoDs, and migrant support networks.
Targeted users / Beneficiaries	Government, social partners, migrant support networks and ILO.
Challenges / negative lessons - Causal factors	Joint outreach activities require full support of the mission officials, in absence of which the activities do not create much impact.
Success / Positive Issues - Causal factors	Joint outreach activities help in building trust between the migrant workers and the missions and also in information dissemination of the services offered by the missions.
ILO Administrative Issues (staff, resources, design, implementation)	None.

ILO Lesson Learned Template: Lesson 4

Project Title: Migrant Rights and Decent Work Project (MiRiDeW), Phase - I

Project TC/SYMBOL: NPL/18/01/CHE

Name of Evaluator: Brajesh Pandey

Date: 27th March 2022

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Community media can contribute significantly in creating large scale awareness amongst the migrant workers in a cost effective manner Community media in the CoDs are generally founded and operated by the former migrant workers are accessed regularly by the migrant workers and accordingly these platforms can be used to spread mass awareness on the issues of labour migrant in a cost effective manner.
Context and any related preconditions	This is relevant to the projects working on the issues of migrant workers in the CoDs.
Targeted users / Beneficiaries	ILO and tripartite constituents.
Challenges /negative lessons - Causal factors	In absence of partnership with the community media platforms, the reach of the information dissemination exercise in the CoDs can get extremely limited. It can also be quite resource intensive.
Success / Positive Issues - Causal factors	Partnership with the community media platforms increases the reach of the messages significantly within limited resources. This also doesn't require building rapport with the migrant workers as it uses the existing rapport built by the community media platforms.
ILO Administrative Issues (staff, resources, design, implementation)	None.

ILO Lesson Learned Template: Lesson 5

Project Title: Migrant Rights and Decent Work Project (MiRiDeW), Phase - I

Project TC/SYMBOL: NPL/18/01/CHE

Name of Evaluator: Brajesh Pandey

Date: 27th March 2022

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>Knowledge products should be converted to user-friendly briefs in the main language of the country.</p> <p>The project produced a significant number of knowledge products including labour market assessment, capacity gap assessments, policy reviews and technical notes. As many of these documents are long and complex, they need to be converted to user-friendly briefs highlighting the key information and recommendations in a simple manner. Further this needs to be translated in official language of the country.</p>
Context and any related preconditions	Relevant to all the ILO projects in countries where the official language is not English.
Targeted users / Beneficiaries	ILO officials
Challenges /negative lessons - Causal factors	As the knowledge products are detailed and address complex issues, it conversion to user-friendly briefs and also its translation in the country's official language can significantly enhance its usage and can influence decision making.
Success / Positive Issues - Causal factors	This shall facilitate its wider circulation as well as its usage in decision-making.
ILO Administrative Issues (staff, resources, design, implementation)	Additional resources to be budgeted for translation of the knowledge products.

ILO Lesson Learned Template: Lesson 6

Project Title: Migrant Rights and Decent Work Project (MiRiDeW), Phase - I

Project TC/SYMBOL: NPL/18/01/CHE

Name of Evaluator: Brajesh Pandey

Date: 27th March 2022

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>The log-frame of the project must highlight risks, assumptions and mitigation strategies under all the result areas.</p> <p>This is in context of the MiRiDeW's log-frame wherein the risks, assumptions and mitigation strategies were not identified under its two outcomes, i.e. Outcome 1 and 2. This significant impacted the project's progress as evident from the results achieved under the project. Further, the turnover of project officials must also be included in the risks, so that suitable mitigation systems are in place to lessen the impact of change of project officials.</p>
Context and any related preconditions	Relevant to all projects especially while developing proposals.
Targeted users / Beneficiaries	ILO officials
Challenges / negative lessons - Causal factors	If the results framework do not identify risks and assumptions for all the result areas, relevant mitigation strategies are not developed for such result areas which influences their performance.
Success / Positive Issues - Causal factors	Identification of all the relevant risks and assumptions can help in developing strategies to deal with any future blockages.
ILO Administrative Issues (staff, resources, design, implementation)	Relevant to the design of the future projects.

Annexure 2: Good Practices Template

ILO Emerging Good Practice 1

Project Title: Migrant Rights and Decent Work Project (MiRiDeW), Phase - I

Project TC/SYMBOL: NPL/18/01/CHE

Name of Evaluator: Brajesh Pandey

Date: 27th March 2022

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Lobbying and trust building at the highest levels including political leadership to create ownership of the project. The project in its initial stages built strong rapport with the Minister and Secretary of MoLESS and convinced them about the purpose and objectives of the project. This helped in creating formal ownership of the project that led to intensive engagement of the MoFA wherein it formed a committee to undertake the task of developing operational guidelines.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	This approach can be widely replicated and is applicable to all projects.
Establish a clear cause-effect relationship	Trust building at the highest levels of government including political leadership helps in building momentum for the project and the mid-level officials take up the project on a priority basis. This also gives direction to the project during its implementation phase.
Indicate measurable impact and targeted beneficiaries	Completion of project activities and targeted beneficiaries can be high level officials.
Potential for replication and by whom	Significant potential for replication by the ILO CO.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Links to all the ILO goals.
Other documents or relevant comments	None.

ILO Emerging Good Practice 2

Project Title: Migrant Rights and Decent Work Project (MiRiDeW), Phase - I

Project TC/SYMBOL: NPL/18/01/CHE

Name of Evaluator: Brajesh Pandey

Date: 27th March 2022

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<p>Partnership with the diaspora organisations for outreach services and COVID-19 response in CoDs.</p> <p>The project partnered with NRNA and PNCC, leading diaspora organisations of Nepalese migrants in CoDs to provide relief and repatriation services as part of COVID-19 response and also to conduct outreach services to support migrant workers to access counselling, information support and other services. These organisations used their wide network of volunteers to a large number of migrant workers in CoDs.</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	This approach is applicable to projects that are working for decent work of migrant workers in the CoDs. This approach requires that diaspora organisations and civil society organisations are already working with the migrant workers and have a good rapport with them.
Establish a clear cause-effect relationship	Diaspora organisations and civil society organisations have a network of volunteers and trust with the migrant workers that helps in reducing the time of providing outreach services, especially in pandemic or disaster situations.
Indicate measurable impact and targeted beneficiaries	Better services to the migrant workers and enhanced coverage of migrant workers by the outreach and disaster response activities.
Potential for replication and by whom	Can be replicated by ILO and government working in the CoDs.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Directly linked to FPRW
Other documents or relevant comments	Project reports.

ILO Emerging Good Practice 3

Project Title: Migrant Rights and Decent Work Project (MiRiDeW), Phase - I

Project TC/SYMBOL: NPL/18/01/CHE

Name of Evaluator: Brajesh Pandey

Date: 27th March 2022

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Engagement of community media platforms in the CoDs leads to wider dissemination of messages amongst migrant workers. As part of the information dissemination for awareness generation amongst migrant workers in CoDs, CMIR partnered with community media platforms like www.malayakhabar.com in Malaysia and www.titopati.com in Kuwait. These platforms disseminated information around safe migration and COVID-19 related information to a large number of migrant workers through the social media platforms and website.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Applicable to community media networks operating in the CoDs as well as country of origin. During selection of the community media platforms, their previous reporting standards and issues related to conflict of interest need to be verified. Their mandate should be aligned with the rights of the migrant workers.
Establish a clear cause-effect relationship	Community media platforms have direct access to the migrant workers as they provide information on a variety of subjects to the migrant workers. This wide reach leads to covering a significantly large number of migrant workers in a cost effective manner through social media tools.
Indicate measurable impact and targeted beneficiaries	Increased knowledge rights of the migrant workers in the CoDs. Increased access to services by the missions in the CoDs
Potential for replication and by whom	ILO and tripartite constituents
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Directly linked to FPRW
Other documents or relevant comments	Project reports.

ILO Emerging Good Practice 4

Project Title: Migrant Rights and Decent Work Project (MiRiDeW), Phase - I

Project TC/SYMBOL: NPL/18/01/CHE

Name of Evaluator: Brajesh Pandey

Date: 27th March 2022

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Donor's support for COVID-19 response in alignment with one of the project outcomes. FFDA/SDC supported the COVID-19 response in a significant manner by realigning existing budget and also providing additional funding. FFDA/SDC allocated US\$1,038,266, which included US\$ 553,484 of the realigned budget and additional funding of US\$ 484,782.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	This additional support by the donor is applicable only under emergency/disaster/pandemic situations.
Establish a clear cause-effect relationship	Additional funding by the donor in a flexible manner leads to immediate relief and rescue of the workers.
Indicate measurable impact and targeted beneficiaries	Number of workers benefited by the rescue and relief activities
Potential for replication and by whom	ILO and the donors
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	FPRW
Other documents or relevant comments	Project reports

ILO Emerging Good Practice 5

Project Title: Migrant Rights and Decent Work Project (MiRiDeW), Phase - I

Project TC/SYMBOL: NPL/18/01/CHE

Name of Evaluator: Brajesh Pandey

Date: 27th March 2022

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
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Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Partnership with national expert research and other civil society organisations for increased efficiency. The project partnered with CMIR, NNSM and CESLAM to delivery technical and support services, which helped in carrying out the activities in an efficient and effective way. Further, it contributed to enhancing the institutional capacity related to labour migration issues in the country.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Can be replicated with other such expert organisations at the national level.
Establish a clear cause-effect relationship	Partnership with the expert organisations helps the ILO in providing the technical assistance in a flexible manner. It also reduces ILO's administrative cost.
Indicate measurable impact and targeted beneficiaries	Timeliness in completion of activities and reduced administrative costs.
Potential for replication and by whom	ILO CO
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Relevant to all the higher objectives.
Other documents or relevant comments	Project report

ILO Emerging Good Practice 6

Project Title: Migrant Rights and Decent Work Project (MiRiDeW), Phase - I

Project TC/SYMBOL: NPL/18/01/CHE

Name of Evaluator: Brajesh Pandey

Date: 27th March 2022

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Synergies and coordination between the ILO migration projects and teams enhanced their effectiveness and efficiency and avoided duplication. MiRiDeW project collaborated with other ILO projects on labour migration like SEP, GOALS, FAIR and WiF and the project focal points under the leadership of CO worked as a single team which helped in enhancing the effectiveness and efficiency of the project activities. It also helped in avoiding duplication of efforts.

Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Can be replicated in the countries/regions where there are multiple projects around the same issue.
Establish a clear cause-effect relationship	Increased synchronization, coordination and collaboration amongst the different ILO projects working on the same subject leads to leveraging of resource, increased effectiveness of similar activities and policy advocacy and reduced admin costs.
Indicate measurable impact and targeted beneficiaries	Leveraging of resources, no duplication of efforts.
Potential for replication and by whom	ILO projects
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Links to all the higher objectives.
Other documents or relevant comments	Project reports

ILO Emerging Good Practice 7

Project Title: Migrant Rights and Decent Work Project (MiRiDeW), Phase - I

Project TC/SYMBOL: NPL/18/01/CHE

Name of Evaluator: Brajesh Pandey

Date: 27th March 2022

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Leading the gender subgroup in the MGN contributed to policy advocacy for gender sensitive labour governance. The national project coordinator led the gender subgroup within the MGN, a network of development partners working on labour migration, which contributed to policy advocacy on gender sensitive labour governance in Nepal. It also contributed to furthering the ILO's conventions and its brand within the country.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	ILO offices can use this approach where such groups of development partners already exist.
Establish a clear cause-effect relationship	Leading the subgroup on gender adds to the brand of ILO and gives an edge of being a technical agency. Leading the subgroup gives an opportunity to advocate appropriate policies with the key stakeholders

Indicate measurable impact and targeted beneficiaries	Gender sensitive labour migration policies
Potential for replication and by whom	All the ILO projects as gender is cross cutting theme
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Gender sensitivity in ILO Projects.
Other documents or relevant comments	Project reports.

Annexure 3: Terms of Reference

Terms of Reference

Final Independent Evaluation

‘Migrant Rights and Decent Work’ Project, Phase - I

1. Key facts

Title of project being evaluated	Migrant Rights and Decent Work (MiRiDeW)
Project DC Code	NPL/18/01/CHE
Type of evaluation	Independent
Timing of evaluation	Final
Donor	Swiss Agency for Development and Cooperation (SDC)
Administrative Unit in the ILO responsible for administrating the project	ILO Country Office, Kathmandu, Nepal
Technical Unit(s) in the ILO responsible for backstopping the project	Decent Work Team for South Asia ILO Office
P&B outcome (s) under evaluation	P&B Outcome 7.5; DWCP: Priority 1: Enabling decent work for all through sustainable, inclusive and gender responsive growth Priority 2: Strengthening institutional capacities, enhancing social dialogue and applying fundamental Conventions and other international labour standards. CPO: NPL105
SDG(s) under evaluation	SDG Goal 8 – Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all. SDG targets 8.8, 10.7 and 10.c
Budget	USD 2,945,898.79/ CHF 2,777,030
Structure of Evaluation team	A team of evaluation consultants including 1 team leader and 1 national evaluator
Expected evaluation dates	2nd week of November 2022-4th week of January 2023
Evaluation Manager	Ruchika Bahl, Chief Technical Adviser, CO-Addis Ababa

2. Background information

The MIRIDEW project formally started on 1 October 2018 for an original duration of 35 months (1 October 2018 – 31st August 2021). However, given the delays with the outbreak of the COVID-19 pandemic, the project received additional funding and 16-month extension to 31st Dec 2022.

Context:

Labour migration is one of the biggest contributors to the Nepal’s economy through the inflow of overseas remittances. Over two decades of political uncertainty and economic stagnation,

labour migration has steadily increased with 4.2 million labour permits issued since 2008/09¹. Approximately half a million men and women leave Nepal every year to work mainly in the Gulf Cooperation Council (GCC) countries and Malaysia. Many more work in India with which Nepal shares an open porous border but they are not recorded under foreign employment statistics. Around 56% of the households receive remittances from labour migration. As per World Bank estimations, in 2021 the volume of remittances against the GDP was 23.8% Various studies have claimed that remittances from labour effectively contribute to poverty reduction in Nepal.

While there are many positive sides of labour migration both at macro and micro levels, there are also challenges which limit the overall benefits of labour migration for both the migrants and the country as a source/origin. While there have been reforms (e.g. in Qatar) the *kafala* system is still practiced in several countries in the middle east which serve as major countries of destinations which is limiting the migrant workers' choice and right to leave the employer and hence makes them vulnerable to exploitation. Migrant workers face substantial decent work deficits in areas of contractual status, frequency of wage payments, working hours, occupational safety and health, equal treatment, and freedom of association. Women migrant workers are even more prone to rights violations as they mostly work in private households with limited or no monitoring.²

While evidence shows that documented Nepalese migrant workers are found to be working in 153 different countries, more than 85% of them are concentrated in Malaysia and GCC countries³. The Government of Nepal has embassies in 13⁴ major countries of destination for Nepali migrant workers including India. However, their service delivery capacities are limited as they need to serve large volume of workers seeking consular support with limited human and financial resources.

Major Countries of Destination	Appointment of Labour Counsellor/Attaché
Qatar	1 Labour Counsellor; 1 labour Attaché
Kuwait	1 Labour Attaché
Malaysia	1 Labour Counsellor; 1 Labour Attaché
Saudi Arabia	1 Labour Counsellor
UAE	1 Labour Counsellor; 1 Labour Attaché
Oman	1 Labour Counsellor; 1 Labour Attaché
Bahrain	1 Labour Attaché (new)
South Korea	1 Labour Counsellor

The labour counsellors and attachés have limited capacities and often lack the resources to provide the necessary services to the workers in need. As a result, migrants, and particularly

¹ MoLESS 2020 Labour Migration Report

² https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---iokathmandu/documents/publication/wcms_792243.pdf

³ MOLESS 2020 Labour Migration Report.

⁴ MoFA, <https://mofa.gov.np/embassy-of-nepal/>

women migrants, often do not get necessary and adequate assistance they require particularly to resolve their grievances largely with employers⁵.

Nepal chaired the Colombo Process (CP)⁶ between 2017-2019 and leads the technical working group on migration of the South Asian Association for Regional Cooperation (SAARC). In addition to the active roles in these two processes, Nepal is contributing actively to the Global Compact for Migration (GCM) and regularly participates in the Abu Dhabi Dialogue (ADD) and the Global Forum for Migration and Development (GFMD). However, there are few gaps observed in relation to prioritizing the issues, better positioning in the fora and resulting commitments back in the country. Therefore, to have greater leverage from those fora, GoN requires support in documenting and communicating key issues and experiences in an effective manner and also aligning and harmonizing the commitments into its own national frameworks and mechanisms.

The Project:

The overall goal of the MIRIDEW project was to ensure that Migrants (*M/F/discriminated groups*) and their families are better protected by democratic institutions in Nepal and benefit from decent work conditions abroad.

The **objective** of the Migrant Rights and Decent Work (MIRIDEW) *project was to strengthen support systems of the Government of Nepal to better protect the rights of Nepali migrant workers along with increased benefits from labour migration.* To achieve this, the project aimed at achieving four outcomes:

- Outcome 1: Labour migration policies strengthened and implemented at federal and state levels.
- Outcome 2: Bilateral and regional mechanisms strengthened to improve Nepali migrant workers' access to better jobs.
- Outcome 3: Nepali consular and diplomatic missions in country of destinations provide effective support services to Nepali migrant workers.
- Outcome 4: The GoN has effectively engaged with regional and global policy dialogues on labour migration and has implemented relevant policy outcomes.

The project addressed the identified bottlenecks in the promotion of decent work for Nepalese migrant workers and designed strategies and actions to overcome those gaps by working together with the Government of Nepal. The project collaborated with a number of key actors – government, civil societies and private sectors but the most important being the Ministry of Labour, Employment and Social Security (MoLESS), Ministry of Foreign Affairs (MoFA), National Planning Commission (NPC), Central Bureau of Statistics (CBS), Non-Residential Nepalis Association (NRNA) and civil society organizations such as Pravasi Nepali Coordination Committee (PNCC), Center for Migration and International Relations (CMIR), Center for the Study of Labour and Mobility (CESLAM) and National Network on Safe Migration (NNSM). It also worked with the media as well as workers' organization such as General Federation of Nepalese Trade Unions (GEFONT).

⁵ Capacity gap assessment conducted during the implementation of the project.

⁶ Colombo Process is a Regional Consultative Process on the management of overseas employment and contractual labour for 12 countries of origin in Asia. Please visit <https://www.colomboprocess.org/> for more details.

The project aimed on strengthening the service delivery capacity of diplomatic missions in major destination countries and supported the GoN to better prepared and positioned in regional and global migration related fora and to reflect its commitments into national policies and programs; and promote new destinations or sectors in existing destinations for low-skilled Nepalese workers.

Link to the Decent Work Country Programme, National Development Framework and Sustainable Development Goals

The project contributes to the achievement of Outcome 7.5 of P&B outcome. It contributes to the Nepal DWCP for 2018-22 where priority 2 focuses on strengthening institutional capacities of workers' and employers' organizations, enhancing social dialogue, skills development, and applying fundamental Conventions and other international labour standards. DWCP code NPL 105 (improving constituent and stakeholder capacities to address Convention implementation and ratification) will benefit from actions in the proposed project, as will CPOs currently being developed and linked to Outcome 7.5, aimed at ensuring fair and effective international labour migration and mobility. The project also contributes to the country Fifteenth Year Plan and contributes towards SDG 8 and 10.7

3. Purpose, objectives, and scope of the evaluation

Purpose of the Evaluation

The purpose of this final independent evaluation is to ensure accountability to ILO key stakeholders, including the Government of Nepal, social partners, beneficiaries, and SDC and to enhance learning within the ILO and for stakeholders.

The final independent evaluation has the following objectives:

- Assess the extent to which the project has achieved its stated objectives and expected results, while identifying the supporting factors, opportunities, challenges and constraints that have led to them.
- Identify unexpected positive and unexpected results of the project.
- To identify the key impact/issues of relief and repatriation support provided to Nepali migrants both at destinations and Nepal during Covid-19 global pandemic.
- Assess the extent to which the project outcomes/results will be institutionalized and sustainable.
- Establish the relevance of the project design and implementation strategy in relation to the ILO, UN, and the national development frameworks (identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further).
- Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes, especially focusing on the role of government institutions at national level and abroad.
- To draw and consolidate the learnings of the project to inform the design of the potential next phase of the project.

In addition to this final report, the evaluation study will generate standard ILO lessons learned and emerging good practices. These guidance documents will summarize the project and evaluations findings and provide next step reflections for tripartite constituents and partner agencies.

Scope of the Evaluation

The scope of this evaluation covers all interventions of MIRIDEW project implemented from October 2018 until December 2022.

In particular, the evaluation will measure progress towards all outcomes produced since the start of the project and will assess the overall level of achievement of the four immediate outcomes.

The evaluation will also draw on the midterm review/evaluation findings of the SDC funded Regional UN Joint programme GOALS which had significant overlaps with the MIRIDEW project.

The evaluation will follow the OECD-DAC framework and principles for evaluation. For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

The evaluation will integrate gender equality as a crosscutting concern throughout its deliverables and process, with special attention to women migrant workers and vulnerable groups. It should be addressed in line with EVAL guidance note n° 3.1⁷ and Guidance Note n° 4.5⁸ to ensure stakeholder participation. Furthermore, it should pay attention to issues related to social dialogue, international labour standards and fair environmental transition. Moreover, the impact of the COVID19 in the completion of the project will be considered.

Clients

The primary clients of the evaluation are the ILO constituents and social partners. These include:

Ministry of Labour, Employment and Social Security (MoLESS), Ministry of Foreign Affairs (MOFA), National Planning Commission (NPC), Central Bureau of Statistics (CBS), Pravasi Nepali Coordination Committee (PNCC), Non-Residential Nepalese Association (NRNA), General Federation of Nepalese Trade Union (GEFONT), Center for Migration and International Relations (CMIR) and Center for Study of Labour and Mobility (CESLAM)
Other relevant clients are the donor (SDC), and ILO (i.e. Country Office Nepal, MiRiDeW Project team, Decent Work team, New Delhi, Regional Office Asia Pacific and HQ/MIGRANT branch).

4. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

The evaluation will cover the following evaluation criteria.

- i) relevance and strategic fit,

⁷ Guidance Note 3.1: Integrating gender equality in monitoring and evaluation

⁸ Guidance Note 4.5: Stakeholder engagement

- ii) coherence
- iii) validity of design,
- iv) project progress and effectiveness,
- v) efficiency,
- vi) impact orientation and sustainability as defined in ILO policy guidelines for results-based evaluation⁹.

Analysis of gender-related concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September 2007). The evaluation will be conducted following UN evaluation standards and norms and the *Glossary of key terms in evaluation and results-based management* developed by the OECD's Development Assistance Committee (DAC).

In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/ objectives of the project using the indicators in the logical framework of the project.

The evaluation should address the questions below. Other aspects can be added as identified by the evaluator in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator and reflected in the inception report.

Key Evaluation Questions

The evaluator shall examine the following key issues:

1. Relevance and strategic fit,

- To what extent is the project relevant to the government's strategy, policy, and plan, the DWCP of Nepal as well as other relevant regional and global commitments such as the UNDAF, SDGs targets and ILOs strategic Objectives (Programme & Budget 2018-19 and 2020-21) and in the context of Covid 19 and post-Covid 19? To what extent/ if not, why?
- To what extent, has the project remained relevant to the felt needs of the beneficiaries?
- To what extent the need of the target group has shifted due to COVID19. To what extent the project strategy should be adapted to these new circumstances to respond to the need of the key stakeholders?

2. Coherence

- To what extent has the project created synergies, coordination and interlinkages with other ILO programmes and projects in Nepal and relevant regional projects, as well as other activities of the UN or non-UN international development aid organizations at local level and/ or Government partners? Had these contributed to increase efficiency and effectiveness and to maximize the impact of MiRiDEW? If so how?
- Are there any ways to increase project's internal and external coherence?

⁹ ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 2012

3. Validity of design

- How appropriate and useful were the indicators and means of verification described in the M&E matrix for assessing the project's progress, results and impact? Were the targeted indicators' values realistic and could these be tracked? Were indicators gender responsive?
- Has the monitoring & evaluation system in place relevant, including collecting and using data disaggregated by sex (and by other relevant characteristics, such as people with disabilities and other disadvantaged groups the project might have identified)?
- To what extent was the implementation approach valid and realistic? To what extent has the project adequately considered the risks of blockage?
- To what extent has the project integrated the ILO tripartite and normative mandate, gender equality and non-discrimination, disability inclusion, just transition to environmental sustainability and COVID-19 response measures as cross-cutting themes in the design? How could the design be modified to integrate these cross-cutting concerns?
- To what extent were the ILO tripartite constituents involved in the design of the project?

4. Project effectiveness

- To what extent has the project achieved its results at outcome and output levels, with particular attention to the project objectives?
- What were the unintended results of the project? Have these been identified or perceived by the project team?
- What have been the main contributing and challenging factors towards project's success in attaining its targets both at the policy and operational level?
- To what extent the project effectively uses opportunities to promote ILS, social dialogue, gender equality and disability inclusion within the project's result areas?
- To what extent is the COVID-19 Pandemic influencing project results and effectiveness and how the project has addressed this influence and is ready to adapt to changes for at least some time from now-on?
- Does the (adapted) intervention model used in the project suggest an intervention model for similar crisis response?

5. Efficiency of resource use

- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?
- To what extent are the disbursements and project expenditures in line with expected budgetary plans? Why?

6. Effectiveness of management arrangements

- Has the management and governance arrangement of the project facilitated project results? Is there a clear understanding of roles and responsibilities by all parties involved into implementation and monitoring?
- To what extent has the project addressed the mid-term evaluation recommendations?

- To what extent have the relevant national, regional, and local level government authorities and other relevant stakeholders cooperated to implement the project? What could have been done to increase cooperation?
- Has the project received adequate administrative, technical and - if needed - policy support from ILO technical backstopping units and HQ?

7. Orientation to impact and sustainability

- To what extent there is evidence of positive changes in the life of the ultimate project beneficiaries?
- To what extent the project has contributed to higher goals/transformational changes (social and economic effect) in Nepal.
- What other concrete steps have been or should have been taken to ensure sustainability, especially with respect to government engagement?
- Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these, taking into consideration potential changes in the country due to the COVID 19 pandemic at the time of implementation.
- Identify any other key aspect on sustainability that the project has contributed and established.

5. Methodology

The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations and UNEG Principles.

This evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; Checklist 5 “Preparing the evaluation report” and Checklist “6 Rating the quality of evaluation report”

The evaluation will apply a mix of qualitative and quantitative methods to be defined and approved as part of the evaluation inception report, including triangulation to increase the validity and rigor of the evaluation findings, engaging with tripartite constituents, stakeholders, and partners of the project, as much as feasible, at all levels during the data collection and reporting phases.

In line with ILO’s evaluation policy guidelines and related guidance notes, the evaluation will pay specific attention to ILO’s cross-cutting issues, notably the ILO’s normative and tripartite mandate, environmental sustainability, and disability inclusion. Contribution of the ILO to the relevant targets set in the 2030 Agenda for Sustainable Development, and the global pandemic response will also be considered by the evaluation. The gender equality dimension will be a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. This implies involving both men and women in the consultation, evaluation analysis and evaluation team as possible. Moreover, the evaluators should review data and information that is disaggregated by sex and assess the relevance and effectiveness of gender and disability inclusion related strategies and outcomes within the purview of ILO’s work. Specific measures to reflect gender and inclusion concerns should be elaborated in the inception report, in line with the UN GEEW-SWAP guidance in this regard.

In addition, the evaluation team will conduct initial electronic or telephone interviews with the project and the donor. The objective of the consultation is to reach a common understanding regarding expectations and available data sources.

The Inception report will cover a review of project's theory of change or reconstruct one, status of logistical arrangements, project background and materials, key evaluation questions and evaluation indicators, evaluation matrix, detailed work plan, list of stakeholders to be interviewed, outline of the stakeholders' workshop and of the final report, and all data collection tools following **EVAL Checklist 3** (see Annex 1). The Inception report will operationalize the ToRs and should be approved by the evaluation manager before moving to data collection at the field level.

The Evaluation team leader will receive a list of key stakeholders from the NPC. If the Evaluator requires contacting other stakeholders, beyond the list, this can be discussed with the Evaluation Manager during the preparation of the Inception report.

A desk review will analyze project and other documentation including the approved log frame, implementation plan, annual reports, and other relevant documents. The desk review phase will produce the Inception report that will operationalize the ToRs and should be approved by the evaluation manager.

Data collection/field work

Given the fluid situation of travel and ever-changing protocols around international travel, the evaluation data collection methodology could combine a mix of remote/virtual (evaluation team leader) and field work data collection (evaluation team member). This will require enhanced engagement and collaboration with the project team in terms of organizing the contact with stakeholders.

The Evaluators will undertake group and/or individual discussions. The project will provide all its support in organization of these virtual interviews to the best extent possible. The evaluators will ensure that opinions and perceptions of women migrant workers are equally reflected in the interviews and that gender-specific questions are included.

A stakeholders' workshop (virtual or physical depending on travel situation) will be organized to discuss initial findings and complete data gaps with key stakeholders, ILO staff and representatives of the development partners. The workshop will be logistically supported by the project and programmatically managed by the evaluation team. The details of it should be stated clearly in the Inception report for further preparation during the data collection phase.

The evaluator is encouraged to propose alternative mechanism or techniques for the data collection phase. These will be discussed with the project and the evaluation manager at the Inception phase. Any alternative should be reflected in the Inception report.

Interviews with ILO Staff

The first meetings will be held with the ILO CO Director for Nepal, and with the Project manager. The evaluators will undertake group and/or individual discussions with project staff

in Kathmandu. The evaluators will also interview project staff of other aligned ILO projects, relevant ILO Programme Officers, and ILO staff responsible for financial, administrative, and technical backstopping of the project. An indicative list of persons to be interviewed will be prepared by the NPC in consultation with the Evaluation Manager. The list will be reviewed and finalized by the evaluators.

Interviews with Key Stakeholders in Kathmandu and the project sites

The evaluator will meet relevant stakeholders including members of MIRIDEW Project and partners and government officials (Ministry of Foreign Affairs, Ministry of Labour, Employment and Social Security, National Planning Commission) and experts to examine the delivery of outcomes and outputs at all levels. List of beneficiaries will be provided by the project for selection of appropriate sample respondents by the evaluators. The evaluator will select the field visit locations, based on criteria defined by her/him. The criteria and locations of data collection should be reflected in the inception report mentioned above.

At the end of the data collection, the evaluators will organize, with logistic support from the project, a stakeholder ‘workshop to present the preliminary findings of the evaluation to key stakeholders.

Interviews with Nepali Diplomatic Missions

The evaluator will also hold discussions with relevant Nepali diplomatic missions to understand the efficacy of the project interventions.

Report Writing Phase

Based on the inputs from discussions and interviews with key stakeholders, the evaluation team will draft the evaluation report. The draft report will be sent to the Evaluation Manager for a methodological review, and then to be shared with key stakeholders for their inputs/comments.

The Evaluation Manager will consolidate all comments including methodological comments and will then share them with the Evaluator for consideration in finalizing the report.

The Evaluator will finalize the report, taking into consideration the stakeholder comments and submit the final version for approval of EVAL.

6. Deliverables

1. **Inception report** (with detailed work plan and data collection instruments following **EVAL Checklist 3** – see annex)
2. **A concise draft and final Evaluation Reports** (maximum 30 pages plus annexes and following **EVAL Checklists 5 and 6** -see Annex) as per the following proposed structure:
 - Cover page with key project and evaluation data (using ILO EVAL template)
 - Executive Summary
 - Acronyms
 - Description of the project

- Purpose, scope, and clients of the evaluation
- Methodology and limitations
- Clearly identified findings for each criterion
- Conclusions
- Recommendations
- Lessons learned and good practices (briefly in the main report and a detailed in ILO EVAL template, annexed to the report)
- Annexes:
 - TOR
 - Evaluation questions matrix
 - Data Table on Project Progress in achieving its targets by indicators with comments
 - Evaluation schedule
 - Documents reviewed
 - List of people interviewed
 - Lessons learned and good practices (using ILO-EVAL template)
 - Any other relevant documents

3. **A Validation workshop** with the stakeholders and donor to share the preliminary findings post the field visits.

4. Evaluation Summary using the ILO template.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided to the evaluation manager in electronic version compatible with Word for Windows.

7. Management arrangements and work plan (including timeframe)

Evaluation Manager

The evaluator will report to the evaluation manager, Ruchika Bahl (bahl@ilo.org) and should discuss any technical and methodological matters with the evaluation manager should issues arise. The evaluation will be carried out with full logistical support of the project staff, with the administrative support of the ILO Office in Kathmandu.

Work plan & Time Frame

The total duration of the evaluation process is estimated to 23 working days for the team leader and working 15 days for the team members constituting a total of 38 work days.

N.	Activity	Responsible	Team leader No days	Team member No days	Dates 2022 &2023
1	Initial Discussion with the National Project Coordinator (NPC): Schedule and budget available	Evaluation Manager (EM)	0	0	1st week August 2022
2	Prepare a detailed Evaluation Budget and finalize the TOR a) EM develops	EM and NPC	0	0	Last week August2022

	b) NPC provides feedback c) EM finalizes				
3	List of stakeholders (ILO all levels, national and donor) to share the TORs draft for comments (name, position, institution, and email)	NPC	0	0	1st week August 2022
4	Share the TORs with stakeholders for comments	EM	0	0	Last week August 2022
5	Integrate comments from constituents and final TORs	EM	0	0	3rd week September 2022
6	Publish Call for expression of interest of evaluators	EM	0	0	4 th week of September- 4 th week of October 2022
7	Selection of team leader (International) and team member (national)	EM and EVAL	0	0	4 th week October 2022
8	Contract of team leader and national evaluator: IRIS and contract signature	NPC/Project	0	0	1 st -2 nd week November
9	Launch the Evaluation and Briefing to the Evaluator	EM	0.5	0	2nd week November 2022
10	Desk-review phase and Inception report approval	Evaluator with project support	3.5	1.5	2nd week November 2022
11	Data collection and field visits	Evaluator with project sup.	10	10	4th week November 2022
12	Draft report development	Evaluator	7	2	First week December 2022
13	Validation workshop on preliminary findings with stakeholders in the field	EM, Project Team, Evaluator	0.5	0.5	First week December 2022
13	Quality review of the draft before circulation	EM	0	0	15th December 2022
14	Circulate the draft report to project team and stakeholders	EM	0	0	16-30 December 2022
15	Consolidate comments from stakeholders and share with the Evaluator	EM	0	0	Second week January 2023
16	Incorporate comments from project team and stakeholders	Evaluator	1.5	1	Third week January 2023
17	Review by EVAL and approval	EM and EVAL	0	0	Fourth week January 2023
18	EVAL send to CO for dissemination and Management response	EVAL and CO Director	0	0	1 st February 2023
	Total number of days for evaluators		23	15	

- Demonstrated ability to deliver quality results within strict deadlines.
- Not have been involved in the current project in any capacity.

Team member (national consultant)

- University degree in social sciences or related graduate qualifications.
- A minimum of 5 years of professional experience in evaluating social development projects initiatives or related social research; as team member (i.e. data collection and analysis, on the area of migration and decent work will be an added advantage;
- Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.
- Fluency in written and spoken Nepali and very good knowledge of English required.
- Knowledge and experience of the UN System of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable.
- Understanding of the development context of the Project Country is an advantage.
- Excellent communication and interview skills.
- Demonstrated ability to deliver quality results within strict deadlines.
- Not have been involved in the current project in any capacity.
- Based in Kathmandu, Nepal.

10. Legal and Ethical Matters

- The evaluation will comply with UN Norms and Standards. The evaluator will abide by the EVAl's Code of Conduct for carrying out the evaluations. UN Evaluation Group (UNEG) ethical guidelines will be followed. The evaluator should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.
- Evaluators should have personal and professional integrity and abide by the UNEG Ethical Guidelines for evaluation and the Code of Conduct for Evaluation in the UN system to ensure that the rights of individuals involved in an evaluation are respected. Evaluators must act with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with women. Evaluators will be expected to sign the respective ILO Code of Conduct to show that they have read and understood the UNEG Code of Conduct for Evaluation in the UN System process.
- Ownership of data from the evaluation rests jointly with the ILO and the consultant. The copyright of the evaluation report will rest exclusively with the ILO. The use of data for publication and other presentations can only be made with written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

Annex 1

Annex 1 Relevant documents and tools on the ILO Evaluation Policy

1. Code of conduct form (To be signed by the evaluator)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm
2. Checklist No. 3 Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
3. Checklist 5 Preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
4. Checklist 6 Rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
5. Guidance note 7 Stakeholders participation in the ILO evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm
6. Guidance note 4 Integrating gender equality in M&E of projects
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
7. ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations 4th edition
8. Protocol on collecting evaluative evidence on the ILO's COVID-19 Response measures through project and programme evaluations

Guidance Notes

1. Guidance Note 3.1 Integrating gender equality in monitoring and evaluation of projects
2. Guidance Note 3.2 Adapting evaluation methods to the ILO's normative and tripartite mandate
3. Guidance Note 3.3 Strategic clustered evaluations to gather evaluative information more effectively
4. Guidance Note 4.3 Data collection methods
5. Guidance Note 4.5 Stakeholder engagement
6. Guidance Note 5.5 Dissemination of lessons learned and good practices

EVAL Checklists and Templates for the Evaluator:

1. Checklist 4.8 Writing the inception report
2. Checklist 4.2 Preparing the evaluation report [including the templates for completing lessons learned and emerging good practices, as well as the templates for the title page and executive summary]
3. Checklist 4.3 Filling in the title page
4. Checklist 4.4 Preparing the Evaluation Report Summary
5. Checklist 4.5: Documents for Project Evaluators
6. Checklist 4.9 Rating the quality of evaluation report

Annexure 4: Respondents list of the evaluation

S.No.	Name	Designation	Organization
Government			
1	Kabi Raj Uprety	Under-Secretary	Ministry of Labour, Employment and Social Security (MoLESS)
2	Dr. Ram Kumar Phuyal	Member	National Planning Commission (NPC)
3	Kamal Thapa Chettri	Under-Secretary	National Human Rights Commission (NHRC)
4	Uday Raj Pandey	Former Ambassador to Malaysia	
Workers Organization and Civil Society Organizations			
5	Bidur Karki	Vice President (Chief, Trade Union Education)	General Federation of Nepalese Trade Union (GEFONT)
6	Jeevan Baniya	Assistant Director	Center for the Study of Labour and Mobility, Social Science Baha (CESLAM)
7	Yubraj Nepal	Director	Center for Migration and International Relations (CMIR)
8	Dr. Badri KC	President	Non-Residential Nepalese Association (NRNA)
9	Som Lamichhane	Executive Director	Pravasi Nepali Coordination Committee (PNCC)
10	Swarna Kumar Jha	Coordinator	National Network on Safe Migration (NNSM)
11	Sunil Neupane	President / South Asia Coordinator for Migrant Recruitment Advisor	Labour and Employment Journalist Group (LEJOG)
12	Rohan Gurung	Past President of NAFEA	NAFEA
13	Chiranjivi Baral	Vice-President	National Network on Safe Migration (NNSM)
14	Hari Krishna Neupane	Founder and ex-migrant worker	www.titopati.com (community media platform operating in Kuwait)
15	Shiba Subedi	Founder and ex-migrant worker	www.malaykhabar.com (community media platform operating in Malaysia)
16	Meghraj Sapkota	Journalist	Operating in UAE
17	Nabaraj Panthi	Journalist	Operating in Kuwait
18	Machhindra Nath Chapagai	Outreach Coordinator, Malaysia	Pravasi Nepali Coordination Committee (PNCC)
19	Bed Prasad Aryal	Volunteer, UAE	Pravasi Nepali Coordination Committee (PNCC)
20	Ganesh Rawat	Coordinator, GSG, Kuwait	General Federation of Nepalese Trade Union (GEFONT)
Donor			
21	Antonia Fluck	Programme Manager	Swiss Agency for Development and Cooperation

22	Sangita Yadav	National Programme Officer	Swiss Agency for Development and Cooperation
23	Priti Shrestha		UNWomen
ILO			
24	Richard Howard	Former Director - CO Kathmandu	ILO CO Nepal
25	Andre Bongestabs	Officer in Charge - CO Kathmandu	ILO CO Nepal
26	Dino Corell	Migration Specialist	ILO DWT New Delhi
27	Bina Kunwar Thapa	Senior Programme Officer - CO Kathmandu	ILO CO Nepal
28	Sandhya Sitoula	Former National Project Coordinator- Work in Freedom Programme	ILO CO Nepal
29	Amish Karki	Technical Officer- GOALS project	ILO
30	Basanta Karki	Former National Project Coordinator	ILO
31	Neha Choudhary	National Project Coordinator	ILO CO Nepal

Annexure 5: Evaluation Questions Matrix

Criteria	Evaluation questions	Method	Data Sources
Relevance (and strategic fit)	<ul style="list-style-type: none"> To what extent is the project relevant to the government`s strategy, policy, and plan, the DWCP of Nepal as well as other relevant regional and global commitments such as the UNDAF, SDGs targets and ILOs strategic Objectives (Programme & Budget 2018-19 and 2020-21) and in the context of Covid 19 and post-Covid 19? To what extent/ if not, why? 	<ul style="list-style-type: none"> Stakeholder consultations Document reviews 	<ul style="list-style-type: none"> National constituents and implementing partners ILO CO and project team ILO DWT SA Team ILO Geneva Mid-term evaluation report Event and research reports
	<ul style="list-style-type: none"> To what extent, has the project remained relevant to the felt needs of the beneficiaries? 	<ul style="list-style-type: none"> Stakeholder consultations Document reviews 	<ul style="list-style-type: none"> Beneficiary groups ILO project team Implementing partners Mid-term evaluation report TPRs Any other relevant document like case studies or research
	<ul style="list-style-type: none"> To what extent the need of the target group has shifted due to COVID19. To what extent the project strategy should be adapted to these new circumstances to respond to the need of the key stakeholders? 	<ul style="list-style-type: none"> Stakeholder consultations Document reviews 	<ul style="list-style-type: none"> ILO CO team ILO Project team DWCP document Mid-term evaluation report TPR Research reports
Coherence	<ul style="list-style-type: none"> To what extent has the project created synergies, coordination and interlinkages with other ILO programmes and projects in Nepal and relevant regional projects, as well as other activities of the UN or non-UN international development aid organizations at local level and/ or Government partners? Had these contributed to increase efficiency and effectiveness and to maximize the impact of MiRiDeW? If so how? 	<ul style="list-style-type: none"> Stakeholder consultations Document reviews 	<ul style="list-style-type: none"> ILO Project team ILO CO Team ILO DWT Team Tripartite constituents and CSO partners Representatives of other UN/international development organisations (like IOM) TPRs or any other relevant report Mid-term evaluation report

Validity of design

<ul style="list-style-type: none"> • Are there any ways to increase project's internal and external coherence? 	<ul style="list-style-type: none"> - Stakeholder consultations - Document reviews 	<ul style="list-style-type: none"> - ILO Project team - ILO CO Team - ILO DWT Team - Tripartite constituents and CSO partners - Representatives of other UN/international development organisations (like IOM) - TPRs or any other relevant report - Mid-term evaluation report
<ul style="list-style-type: none"> • How appropriate and useful were the indicators and means of verification described in the M&E matrix for assessing the project's progress, results and impact? Were the targeted indicators' values realistic and could these be tracked? Were indicators gender responsive? 	<ul style="list-style-type: none"> - Stakeholder consultations - Document reviews 	<ul style="list-style-type: none"> - ILO CO and project team - Relevant ILO DWT Specialists - Implementing partners - Mid-term evaluation report - TPRs - Prodoc - Any other relevant document like case studies or research, event reports
<ul style="list-style-type: none"> • Has the monitoring & evaluation system in place relevant, including collecting and using data disaggregated by sex (and by other relevant characteristics, such as people with disabilities and other disadvantaged groups the project might have identified)? 	<ul style="list-style-type: none"> - Stakeholder consultations - Document reviews 	<ul style="list-style-type: none"> - ILO project team - Mid-term evaluation report - TPRs - Prodoc
<ul style="list-style-type: none"> • To what extent was the implementation approach valid and realistic? To what extent has the project adequately considered the risks of blockage? 	<ul style="list-style-type: none"> - Stakeholder consultations - Document reviews 	<ul style="list-style-type: none"> - Beneficiary groups - ILO CO and project team - Tripartite constituents - Implementing partners - Mid-term evaluation report - TPRs - Prodoc - Any other relevant document like case studies or research, event reports
<ul style="list-style-type: none"> • To what extent has the project integrated the ILO tripartite and normative mandate, gender equality and non-discrimination, disability inclusion, just transition to 	<ul style="list-style-type: none"> - Stakeholder consultations - Document 	<ul style="list-style-type: none"> - ILO CO and project team - ILO DWT - Tripartite constituents

Effectiveness	environmental sustainability and COVID-19 response measures as cross-cutting themes in the design? How could the design be modified to integrate these crosscutting concerns?	reviews	<ul style="list-style-type: none"> - Implementing partners - Prodoc - TPRs - Any other relevant document like case studies or research, event reports
	<ul style="list-style-type: none"> • To what extent were the ILO tripartite constituents involved in the design of the project? 	<ul style="list-style-type: none"> - Stakeholder consultations - Document reviews 	<ul style="list-style-type: none"> - Tripartite constituents - ILO CO and project team - Prodoc - TPRs
	<ul style="list-style-type: none"> • To what extent has the project achieved its results at outcome and output levels, with particular attention to the project objectives? 	<ul style="list-style-type: none"> - Stakeholder consultations - Document reviews 	<ul style="list-style-type: none"> - Beneficiary groups - ILO CO and project team - Tripartite constituents - Implementing partners - Mid-term evaluation report - TPRs - Any other relevant document like case studies or research, event reports
	<ul style="list-style-type: none"> • What were the unintended results of the project? Have these been identified or perceived by the project team? 	<ul style="list-style-type: none"> - Stakeholder consultations - Document reviews 	<ul style="list-style-type: none"> - Beneficiary groups - ILO CO and project team - Tripartite constituents - Implementing partners - Mid-term evaluation report - TPRs - Any other relevant document like case studies or research, event reports
	<ul style="list-style-type: none"> • What have been the main contributing and challenging factors towards project's success in attaining its targets both at the policy and operational level? 	<ul style="list-style-type: none"> - Stakeholder consultations - Document reviews 	<ul style="list-style-type: none"> - ILO CO and project team - Tripartite constituents - Implementing partners - Mid-term evaluation report - TPRs - Any other relevant document like case studies or research, event reports
	<ul style="list-style-type: none"> • To what extent the project effectively uses opportunities to 	<ul style="list-style-type: none"> - Stakeholder 	<ul style="list-style-type: none"> - ILO CO and project team

	promote ILS, social dialogue, gender equality and disability inclusion within the project's result areas?	<ul style="list-style-type: none"> consultations - Document reviews 	<ul style="list-style-type: none"> - Tripartite constituents - Implementing partners - Mid-term evaluation report - TPRs - Any other relevant document like case studies or research reports
	<ul style="list-style-type: none"> • To what extent is the COVID-19 Pandemic influencing project results and effectiveness and how the project has addressed this influence and is ready to adapt to changes for at least some time from now-on? 	<ul style="list-style-type: none"> - Stakeholder consultations - Document reviews 	<ul style="list-style-type: none"> - Beneficiary groups - ILO CO and project team - Tripartite constituents - Implementing partners - Mid-term evaluation report - TPRs - Any other relevant document like case studies or research, event reports
	<ul style="list-style-type: none"> • Does the (adapted) intervention model used in the project suggest an intervention model for similar crisis response? 	<ul style="list-style-type: none"> - Stakeholder consultations - Document reviews 	<ul style="list-style-type: none"> - ILO CO and project team - Tripartite constituents - Implementing partners - Relevant research reports
Efficiency of resource use	<ul style="list-style-type: none"> • How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives? 	<ul style="list-style-type: none"> - Stakeholder consultations - Document reviews 	<ul style="list-style-type: none"> - ILO CO Teams - ILO project team - TPRs - Financial reports
	<ul style="list-style-type: none"> • To what extent are the disbursements and project expenditures in line with expected budgetary plans? Why? 	<ul style="list-style-type: none"> - Stakeholder consultations - Document reviews 	<ul style="list-style-type: none"> - ILO CO and project team - TPRs - Financial reports - Mid-term evaluation report
Efficiency of management arrangements	<ul style="list-style-type: none"> • Has the management and governance arrangement of the project facilitated project results? Is there a clear understanding of roles and responsibilities by all parties involved into implementation and monitoring? 	<ul style="list-style-type: none"> - Stakeholder consultations - Document reviews 	<ul style="list-style-type: none"> - ILO CO and project team - Implementing partners - TPRs - Mid-term evaluation report
	<ul style="list-style-type: none"> • To what extent has the project addressed the mid-term evaluation recommendations? 	<ul style="list-style-type: none"> - Stakeholder consultations 	<ul style="list-style-type: none"> - ILO CO and project team - Implementing partners

Orientation to Impact and sustainability		- Document reviews	- TPRs
	<ul style="list-style-type: none"> To what extent have the relevant national, regional, and local level government authorities and other relevant stakeholders cooperated to implement the project? What could have been done to increase cooperation? 	<ul style="list-style-type: none"> Stakeholder consultations Document reviews 	<ul style="list-style-type: none"> ILO CO and project team Tripartite constituents especially government officials at the three levels Implementing partners TPRs Mid-term evaluation report
	<ul style="list-style-type: none"> Has the project received adequate administrative, technical and - if needed – policy support from ILO technical backstopping units and HQ? 	<ul style="list-style-type: none"> Stakeholder consultations Document reviews 	<ul style="list-style-type: none"> ILO H.Q., DWT and CO ILO project team TPRs Midterm evaluation report
	<ul style="list-style-type: none"> To what extent there is evidence of positive changes in the life of the ultimate project beneficiaries? 	<ul style="list-style-type: none"> Stakeholder consultations Document reviews 	<ul style="list-style-type: none"> Beneficiary groups ILO project team Tripartite constituents Implementing partners Mid-term evaluation report TPRs Any other relevant document like case studies or research, event reports
	<ul style="list-style-type: none"> To what extent the project has contributed to higher goals/transformational changes (social and economic effect) in Nepal. 	<ul style="list-style-type: none"> Stakeholder consultations Document reviews 	<ul style="list-style-type: none"> ILO CO and ILO project team Tripartite constituents Implementing partners Mid-term evaluation report TPRs Other relevant reports
	<ul style="list-style-type: none"> What other concrete steps have been or should have been taken to ensure sustainability, especially with respect to government engagement? 	<ul style="list-style-type: none"> Stakeholder consultations Document reviews 	<ul style="list-style-type: none"> Government officials of key departments ILO CO and project team Implementing partners Mid-term evaluation report TPRs
<ul style="list-style-type: none"> Identify and discuss gaps in the sustainability strategy and 	<ul style="list-style-type: none"> Stakeholder 	<ul style="list-style-type: none"> ILO CO and project team 	

<p>how the stakeholders, including other ILO projects support, could address these, taking into consideration potential changes in the country due to the COVID 19 pandemic at the time of implementation.</p>	<p>consultations</p> <ul style="list-style-type: none"> - Document reviews 	<ul style="list-style-type: none"> - ILO DWT and H.Q. - Tripartite constituents - Implementing partners - Mid-term evaluation report - TPRs
<ul style="list-style-type: none"> • Identify any other key aspect on sustainability that the project has contributed and established. 	<ul style="list-style-type: none"> - Stakeholder consultations - Document reviews 	<ul style="list-style-type: none"> - Beneficiary groups - ILO project team - Tripartite constituents - Implementing partners - Mid-term evaluation report - TPRs - Prodoc